Ministry of Justice

2013-14
ANNUAL REPORT

Government of Saskatchewan

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This annual report is also available in electronic format on the Ministry's website at **www.justice.gov.sk.ca**.

Letters of Transmittal

Gordon S. Wyant, Q.C.

Her Honour, the Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The Ministry of Justice is committed to ensuring Saskatchewan is a safe and secure place to live, work and raise families. The people of Saskatchewan can rest assured that the Ministry is dedicated to being accountable, honouring its commitments, and responsibly managing its assets and expenditures.

As a result of government reorganization in 2012, the Corrections and Policing divisions of the former Ministry of Corrections, Public Safety and Policing were added to the Ministry of Justice. We are confident this change will enhance our ability to work in collaboration with other government ministries and community partners to achieve our objectives of justice, fairness and accountability to the people of Saskatchewan.

Christine Tell

Over the last year, the Ministry invested $450,000 into Community Mobilization Prince Albert, a project focused on creating coordinated approaches to addressing the root causes of crime and victimization in Prince Albert. Another $1.9 million was invested into a new Serious Violent Offender Response program to track, identify and monitor high-risk violent offenders.

Also this fiscal year, the Saskatchewan Financial Services Commission completed its transition to a Treasury Board Crown Corporation under its new title, the Financial and Consumer Affairs Authority. This change will improve the organization's ability to respond to emerging business and consumer issues on behalf of the government.

This annual report represents our progress to the Legislature and to the people of Saskatchewan, and is an important accountability measure that can assist the Ministry's plans for the future.

We are pleased to respectfully submit the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2013.

Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

Christine Tell,
Minister Responsible for Corrections and Policing

Letters of Transmittal

Kevin Fenwick, Q.C.

The Honourable Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

Dear Sir:

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice's annual report for 2012-13.

I take very seriously the accountability my office holds for the financial administration and management control of the Ministry of Justice. Therefore, in recognition of its responsibility to the Legislature and to the Saskatchewan people, my office has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in this report.

Any significant caveats or limitations in the supporting information that might reasonably influence the judgment of readers will be reported in the applicable section of the report. Where information could be subject to interpretation in the reporting, such interpretation reflects the best judgment of the reporting unit's leader.

I have the honour of submitting the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2013.

Kevin Fenwick, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Letters of Transmittal

Dale R. McFee

The Honourable Christine Tell
Minister Responsible for Corrections and Policing

Dear Madame:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained for the Corrections and Policing (Ministry of Justice) annual report for 2012-13.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

Corrections and Policing has undergone many changes and has attained many significant results over the past year. The results and the structural changes made within Corrections and Policing would not have been possible without the dedication, commitment and hard work of Ministry staff. Their commitment to safety and better lives for all people of Saskatchewan is the ingredient that has allowed the Ministry to lead our country in many areas.

I would be remiss if I did not mention our partners; community-based organizations, municipal police services and the RCMP have all contributed to our success over the past year. Their willingness to focus on common goals and outcomes has allowed us to make significant progress in putting the balance into community safety.

It is an honour and a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for Corrections and Policing (Ministry of Justice) for the fiscal year ending March 31, 2013.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

This annual report for the Ministry of Justice presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2013. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

The 2012-13 annual report will be presented in relation to Government's Vision and Four Goals, which guided the development of the 2012-13 Plan. *The Saskatchewan Plan for Growth – Vision 2020 and Beyond* was released in October, 2012 and this direction is reflected in the 2013-14 performance plans.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2012-13 plans for the former Ministry of Justice and Attorney General and the former Ministry of Corrections, Public Safety and Policing.

The report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2012-13: Keeping the Saskatchewan Advantage,* throne speeches and other commitments and activities of the Ministry.

The annual report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

This year, the Corrections and Policing aspects of the Ministry of Corrections, Public Safety and Policing were combined with the Ministry of Justice and Attorney General to create the Ministry of Justice. While these two portfolios are distinct, they both operate under the Ministry of Justice. Information on past activities of these portfolios can be found under past publications for the Ministry of Justice and Attorney General and the Ministry of Corrections, Public Safety and Policing.

Alignment with Government's Direction

The Ministry's activities in 2012-13 align with Government's vision and four goals.

Our Government's Vision

A strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people;
- Improve our quality of life;
- Making life more affordable; and
- Delivering responsive and responsible government.

Together, all ministries and agencies support the achievement of Government's four goals and will continue to work towards a secure and prosperous Saskatchewan.

The Ministry of Justice continues to support the achievement of the Government's four goals by working toward reducing crime and improving public confidence in the justice system, providing legal and personal assistance to those most vulnerable in society, enhancing the infrastructure and improving the efficiency of the criminal justice system, increasing protections for investors and consumers, delivering on public commitments, strengthening relationships, and working with other ministries and organizations toward the prospect of a secure and prosperous Saskatchewan.

Ministry Overview

The Ministry of Justice provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government. The Ministry achieves this by:

- providing access to justice;
- promoting respect for and understanding of the law;
- providing programs and services based on effective practice and sound infrastructure;
- working in partnership with communities and other human service ministries to advance the safety and security of Saskatchewan citizens; and
- maintaining the legal foundation to foster social cohesion and economic prosperity.

The collective Ministry's 2012-13 Full-time Equivalent (FTE) budget is 2,751.1, which is net of a 2.0 FTE reduction assigned in-year from the 2012-13 unallocated balance. The variance to budget number of 297.4 FTEs compares 2012-13 actual FTEs to the 2012-13 final FTE budget. Staff were required to address workload pressures as follows: Adult Corrections and Young Offender Programs (workload pressures – 172.0 FTEs), Court Services (court security and operations – 80.1 FTEs), Prosecutions and legal services (workload pressures – 22.0 FTEs), Freedom of Information and Privacy (workload pressures – 8.9 FTEs), Public Guardian and Trustee (workload pressures – 3.3 FTEs), and miscellaneous pressures throughout the rest of the Ministry (11.1 FTEs).

Since the reorganization in 2012, the Ministry conducts its business through two portfolios: Attorney General, and Corrections and Policing. Both are described separately below.

Two branches in the Ministry provide services to both portfolios: The Corporate Services Branch and the Information Management Branch.

The **Corporate Services Branch** provides financial, managerial, and administrative support to senior management and operational areas of the Ministry.

The **Information Management Branch**—which operates out of the Attorney General portfolio's Regulatory Services Division—provides advice and direction to the Ministry and selected boards and commissions in the use of business technology, information management, technology security and business continuity planning to support its business strategies.

Attorney General

Ministry of Justice (Attorney General) activities are organized into six divisions: Community Justice, Public Prosecutions, Court Services, Civil Law, Public Law and Regulatory Services. A brief description of each of these areas is provided under separate headings below.

There are also two support branches exclusive to the Attorney General portfolio:

The **Strategic Initiatives and Program Support Branch** assists the Minister of Justice and all Attorney General divisions and branches in corporate, federal/provincial and interagency policy and justice relations.

The **Communications Branch** supports the Minister of Justice and all Attorney General divisions by ensuring the public receives information in a timely manner about Ministry policies, programs, and services.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, supports the Public Complaints Commission, provides for coroner investigations, and offers programs to assist victims of crime.

Within this division, the Community Services Branch coordinates the development of a province-wide restorative justice strategy for adult offenders. It also administers and funds Aboriginal community justice initiatives and funds the Aboriginal Courtworker Program. The Aboriginal and Northern Justice Initiative Branch develops Aboriginal and northern policy that supports community development and justice reform. The Interpersonal Violence and Abuse Unit provides funding for community-based family violence and sexual assault response programs, and related services. The Public Complaints Commission investigates and reviews complaints against the police to ensure both the public and police are guaranteed a fair and thorough investigation of a complaint. The Coroners Branch administers a province-wide system in which coroners conduct investigations on all accidents and unnatural deaths, and make recommendations to prevent similar deaths. Victims Services provides a range of programs to assist victims of crime as they move through the criminal justice process.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and many law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The division also has a large role in training law enforcement officials, such as police.

Court Services Division

Court Services is responsible for the delivery of all court administration services in Saskatchewan. It provides support to the Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

The Division also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel. It is responsible for responding to applications for court-appointed counsel, which includes arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused.

The administration of the Commissioner for Oaths and Notary Public is also included in the Division's responsibilities.

Civil Law Division

The Civil Law Division provides legal services to the ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals, and provides legal advice and other legal services to the Government.

Public Law Division

The Public Law Division provides legal services to the Government. These services include providing advice with respect to Aboriginal law, trade law, constitutional law, and the legal, policy, and technical aspects of legislation. This division publishes and distributes legislation, regulations, and other government publications through the Queen's Printer.

Regulatory Services Division

The Regulatory Services Division comprises a number of branches and divisions, which are described below.

The Office of Residential Tenancies provides information to landlords and tenants about their respective rights and responsibilities so they can conduct themselves appropriately. It also adjudicates disputes between landlords and tenants when necessary. The Provincial Mediation Board assists debtors in developing tax arrears payment plans to avoid losing their land to tax enforcement proceedings, and works with mortgagors to pay mortgage arrears and avoid court proceedings/foreclosure.

The Office of the Public Guardian and Trustee is a statutory corporation with a mandate to protect the interests of people who are unable to manage their own financial affairs. Its primary functions are to protect the property rights of children, administer the property rights and finances of adults who are incapable of managing their own affairs, and administer the affairs of deceased persons.

The Family Justice Services Branch includes the Maintenance Enforcement Office which enforces support orders and collects over $35 million each year for custodial parents and children. It also includes Family Law Support Services, which conducts custody and access assessments for Family Court, provides parent education to encourage parents to resolve their differences, and arranges for supervised access and exchange as required.

The Fine Collection Branch is responsible for the collection of fines owed to the Province and has an active enforcement unit for fines that are not paid voluntarily. The Branch also assists victims in collecting court-ordered restitution.

The Dispute Resolution Office provides court-annexed or legislated mediation services. This includes civil mediation in non-family Court of Queen's Bench matters and family mediation by way of court order or referral from Family Justice Services. The Office also provides mediation, system design, facilitation, and training services for government ministries, agencies and Crowns, school boards, health boards, and other public sector entities.

The Access and Privacy Branch provides internal access to information and privacy services for the Ministry and provides leadership and advice on access and privacy issues to Government and local authorities, works with and provides support to access and privacy officials across the Government to help with specific issues, develops training programs, and assists with education of public sector employees.

The Regulatory Services Division also provides support services to a number of independent boards and commissions assigned to the Minister of Justice and Attorney General, which includes the Financial and Consumer Affairs Authority, the Saskatchewan Legal Aid Commission, the Automobile Injury Appeal Commission, the Saskatchewan Review Board, and the Saskatchewan Human Rights Commission. The Division provides advice on matters pertaining to boards and commissions, and represents the Ministry on the Credit Union Deposit Guarantee Corporation and other boards and commissions.

Key Partners

To achieve our major commitments, we need the participation of our key partners. These partners include federal, municipal, and First Nations and Métis governments. Collaboration with the federal government is essential, particularly with respect to criminal justice and sentencing reform. Partnership with the federal government is also essential in matters concerning First Nations peoples, and in

cost-sharing or contribution agreements. Our relationship with other justice partners, provincial government ministries, boards and agencies, and human services ministries and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes, and the legal service needs of individuals.

The table below outlines the main functions of Justice (Attorney General) and lists the partners required to ensure that we achieve our key commitments.

Main Functions of the Ministry of Justice (Attorney General)	**Partners Required to Achieve Key Commitments**
Administration and delivery of justice • Prosecuting offences under the *Criminal Code*, the *Youth Criminal Justice Act*, and provincial statutes • Providing civil legal services to Government • Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) • Recognizing and responding to the needs of victims of crime	• Judiciary • Municipal police services and the RCMP • Federal Departments of Justice and Public Safety • Public Prosecutions Service of Canada • Provincial/territorial justice ministries and agencies • Defence bar, including Legal Aid • Community justice agencies, including Aboriginal service delivery agencies • Aboriginal courtworkers • Municipal, First Nations and Métis authorities involved in justice issues • Health Regions
Protection of basic legal rights and relationships • Protecting and managing the estates of dependent adults or minors through the Office of the Public Guardian and Trustee • Operating the provincial coroners system • Enforcing maintenance orders • Regulating consumer and marketplace relations	• Private bar • Police • Business organizations • Consumer organizations • Federal/provincial/territorial authorities exercising similar responsibilities
Other Justice functions • Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education • Administering *The Freedom of Information and Protection of Privacy Act* • Providing legal publications through the Queen's Printer Revolving Fund • Operating the Marriage Unit • Supporting access to public records and privacy protection	• Police • Mediation, arbitration and collaborative law organizations • Federal/provincial/territorial authorities exercising similar responsibilities

Corrections and Policing

The Ministry of Justice (Corrections and Policing) advances safe, secure communities by engaging communities and key human service and public safety partners in developing and implementing local and integrated crime reduction initiatives. The Ministry provides corrections services to youth and adults that include rehabilitation and treatment services and programs. The Ministry advances public order, safety and security by ensuring that effective policing and private security programs uphold the rule of law and protect society and the rights of individuals.

In June 2012, the Adult Corrections, Young Offender, and Policing and Community Safety programs in the former Ministry of Corrections, Public Safety and Policing (CPSP) were transferred to the Ministry of Justice.

In addition to the government reorganization, effective November 1, 2012 an internal restructuring of Corrections and Policing created three new divisions: Custody, Supervision and Rehabilitation; Policing and Community Safety; and Community Safety Outcomes and Corporate Supports. This structure exemplifies better service to clients and communities, and more meaningful work for employees. A brief description of each of these divisions is provided under separate headings below.

There are also three support branches within Corrections and Policing:

Corporate Affairs supports the Minister Responsible for Corrections and Policing and all divisions under the Corrections and Policing portfolio by providing policy and communications support. It manages the accountability framework and public reporting requirements, leads program review, supports the federal, provincial, and territorial agenda and ensures the public receives information in a timely manner about Corrections and Policing policies, programs and services.

Research and Evidence Based Excellence supports the Minister Responsible for Corrections and Policing and all divisions under the Corrections and Policing portfolio by conducting research, program evaluations and evidence-based literature reviews of best practices as they apply to youth and adult corrections and policing. This branch also supports *Building Partnerships to Reduce Crime* (BPRC) strategies and initiatives throughout the province. This branch is attached to Deputy Minister's Research and Academic Advisory Council.

Strategic Systems and Innovation provides support to the Minister Responsible for Corrections and Policing and all divisions under the Corrections and Policing portfolio by providing analysis relevant to corrections and policing and community safety; maintaining working relationships with academic institutions to support evidence based approaches to community safety and corrections; managing the federal, provincial and territorial agenda; and developing tools to support Corrections and Policing and the BPRC communities. This branch is attached to the Deputy Minister's Research and Academic Advisory Council.

Custody, Supervision and Rehabilitative Services Division (CSRS)

Under the new structure, CSRS comprises:

- Custody Operations (adult and youth);
- Community Corrections (adult and youth);
- Offender Services, including clinical, medical, employment and First Nations/Métis programming;
- Organizational Improvement, which includes staff training;
- Operational Support, which includes crisis management and emergency response; and
- Legislation, Policy and Planning.

CSRS administers the *Youth Criminal Justice Act* which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act* which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing re-offending and strengthening the ability of offenders to reintegrate into their communities.

Policing and Community Safety Division

This division is mandated to help keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals. The Policing and Community Safety Division is responsible for:

- oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing and the Vehicle Impoundment Against Sexual Exploitation (VISE) Program;
- providing funding for provincial policing services under contract with the RCMP, regulating the private security industry, coordinating the Public Disclosure Committee and enforcing *The Safer Communities and Neighborhoods Act, The Seizure of Criminal Property Act, The Criminal Enterprise Suppression Act* and *The Witness Protection Act;* and
- liaising with the National Crime Prevention Centre.

Community Safety Outcomes & Corporate Supports Division

The Community Safety Outcomes & Corporate Supports Division comprises a number of branches described below. The realignment of resources to create this division was a strategic move to better position the Ministry to address long standing challenges and determine root causes for corrections and policing activities. By dedicating time and resources to the evidence that will lead to community safety solutions and allowing the operational divisions to focus on core business, we hope to make systemic changes within government and society that will lead to lasting positive outcomes in terms of public safety, government finances and client satisfaction.

Strategic Partnership Approaches and Engagement encompasses BPRC, the Province's approach to crime reduction and community wellness. Guided by an Executive Steering Committee, nine human service ministries and eight police services are engaged in the development and implementation of an approach to crime reduction and community wellness that involves human service ministries, police services and communities working together to develop integrated long-term solutions to crime, violence and victimization. This project was designated as one of Executive Government's enterprise projects and is profiled under Saskatchewan's Children and Families Agenda. Community projects to address crime and community wellness, such as Community Mobilization Prince Albert, are being supported under this approach. This branch also oversees service agreements with over 40 community- based organizations, including First Nation and Métis organizations and Regional Health Authorities, to provide a range of corrections services including extrajudicial sanctions for youth, reintegration programs and restitution programs for youth and adult offenders. This branch also works closely with First Nations and Métis communities to increase levels of engagement and participation in the delivery of corrections programming.

Security Intelligence Program collects information related to operational security and/or criminal intelligence in the adult and youth correctional operations. The program shares information with law enforcement agencies and Criminal Intelligence Service Saskatchewan partners. Intelligence related to the security of a correctional operation or program is shared with security personnel to enhance the safety of staff, clients and the integrity of the respective program.

Investigative Services manages all administrative investigative and review processes associated with serious incidents occurring in the Ministry.

Access and Privacy Branch responds to access to information and privacy requests for records; supports program areas on access to information and privacy matters; provides training on legislative and policy obligations; supports new strategies (e.g., crime reduction and community wellness) needed to balance information sharing with rights of privacy obligations; reviews policies, regulations and legislation around privacy matters; undertakes and/or guides privacy impact assessments; investigates privacy breaches; and investigates alleged wrongdoings under *The Public Interest Disclosure Act*. For Corrections and Policing, the Branch guides and coordinates records management activities to meet legislative obligations and provides training and support as needed. It also supports the other areas of the Branch in locating files that are difficult to find in responding to requests under *The Freedom of Information and Protection of Privacy Act*.

Business Improvement and Innovation includes a dedicated senior Lean leader position. The Branch also comprises the newly established Continuous Improvement Team (CIT), which leads and facilitates priority projects across Corrections and Policing. All CIT projects focus on core business, improving client-service delivery, eliminating waste and streamlining to support business processes that reduce costs, add value and contribute to developing a culture of change and continuous improvement.

Key Partners

To achieve our major commitments, we need the participation of key partners. These partners include community-based organizations, First Nations and Tribal Councils, Métis organizations, regional health authorities and police services. These partners deliver correctional services such as youth extrajudicial sanctions and reintegration programs, probation services to adults, and policing services. Services are delivered on a contractual basis with specific measurable client outcomes identified. Performance is monitored continually and specific program outcomes and financial updates are reported to the Ministry semi-annually.

The table on the following page outlines the main functions of the Ministry of Justice (Corrections and Policing) and lists the partners required to ensure we achieve our key commitments, along with the specific role played by those partners.

Main Functions of The Ministry of Justice (Corrections and Policing)	Partners Required to Achieve Key Commitments
Delivery of correctional programs and services	Youth extrajudicial sanctions: • John Howard Society in Moose Jaw, Regina and Saskatoon • Tribal Councils in North Battleford, Prince Albert, Fort Qu'Appelle, Saskatoon, Meadow Lake and Yorkton • Friendship Centres in Fort Qu'Appelle, Ile-à-la Crosse, La Ronge, and Prince Albert • Community-based organizations in La Loche, Meadow Lake, North Battleford, Prince Albert, Regina, Swift Current, Estevan and Saskatoon Youth restitution, education/employment skills based programs and reintegration programs: • First Nations and Métis organizations in Prince Albert, Saskatoon, Regina, Yorkton, North Battleford, Fort Qu'Appelle and Ile-à-la-Crosse • First Nations bands at Onion Lake and Lac La Ronge • John Howard Society in Regina and Saskatoon • Community-based organizations in Meadow Lake, North Battleford, Prince Albert, Saskatoon, Regina and Sandy Bay Regional Health Authorities • Addictions programming in youth and adult custody facilities in Regina, Saskatoon, Prince Albert, North Battleford and Yorkton Adult probation services: • File Hills Qu'Appelle Tribal Council
Delivery of policing services	• RCMP • Municipal police services • First Nations police services

Progress in 2012-13: Attorney General

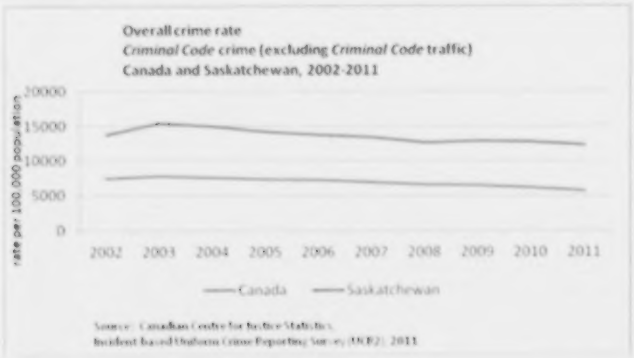
Government Goal: Improving our Quality of Life

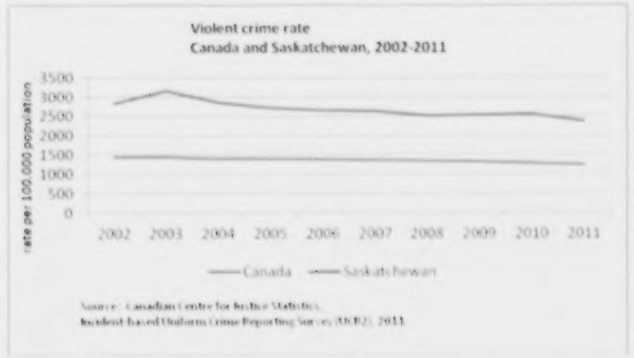
Strategy: Reduce crime and improve public confidence in the justice system through prevention, intervention and enforcement

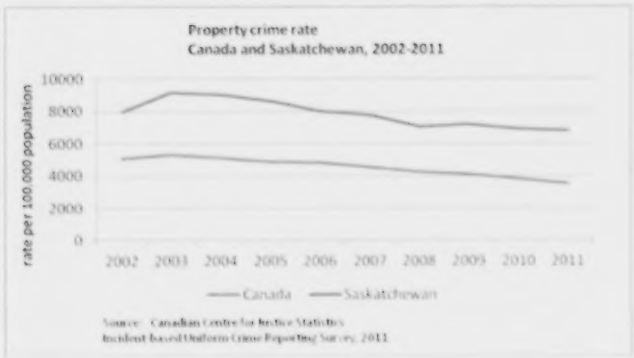
- The High-Risk Violent Offender Crime Reduction Initiative was implemented to deal more effectively with serious violent offenders, those placed on preventative recognizances, and to handle dangerous offender and long-term offender proceedings. Prosecution resources were dedicated for the latter two components of the initiative. As well, prosecutions worked closely with police, probation and mental health workers in North Battleford and Saskatoon to implement a component of this initiative that targets approximately 15 adults in each community who are identified as requiring a more focused response to reduce criminal behaviour.
- To assist in determining the efficiency and effectiveness of the High-Risk Violent Offender Crime Reduction Initiative and to monitor serious violent offenders, the Prosecution Case Management System was endorsed by the Information Management Advisory Committee (IMAC). The development of a proposal to replace the existing case management system used by Public Prosecutions has begun and will be presented to IMAC in August 2013.
- The Ministry chairs a multi-ministry Information Sharing Issues Working Group that worked closely with the Community Mobilization project in Prince Albert to ensure information sharing issues are consistently and appropriately addressed. This included conducting a privacy impact assessment in Prince Albert and developing guidelines to ensure appropriate information sharing. The work will continue into the 2013-14 fiscal year and involve other community mobilization projects.
- The Ministry initiative, *Building Partnerships to Reduce Crime* (BPRC) continued to work with communities and key human service and public safety partners to build safer and healthier communities. The BPRC continued to support communities in exploring innovative local responses to reduce crime and victimization and increase community wellness.
- The Ministry continued to work with the federal government to strengthen criminal law and processes to deal with serious offenders. This included preparing for the implementation of Bill C-10, the omnibus safer communities legislation and implementation issues related to Bill C-30 (also known as the Shoker Bill), which amends legislation governing requests for bodily substances from offenders. The Ministry also provided analysis, information and implementation support on a range of other bills, including the self-defence reforms in Bill C-26.
- The Ministry continued to work with the Saskatchewan Liquor and Gaming Authority (SLGA), other ministries and northern leaders to improve public awareness about responsible consumption of alcohol and reduce violent alcohol-related crime. In October 2012 officials from SLGA, the ministries of Justice and Government Relations, and the RCMP met with the Mayor of Ile-à-la-Crosse, a local youth council and an inter-agency group of human service providers. The Keewatin Yatthe Regional Health Authority is developing a proposal for a public education campaign to address alcohol-fueled violence. As well, SLGA and Justice officials are working with northern municipal leaders and police services on actions to curtail bootlegging in the North.
- As of spring 2013, there were 114 long-term missing persons in Saskatchewan. The Ministry continued to work with the Provincial Partnership Committee on Missing Persons, families of missing persons and other jurisdictions and organizations nationally and regionally to improve the response to missing person cases through actions such as developing a media kit and checklists for families of missing persons to use; establishing three victims services worker positions specifically to support families of missing persons; and supporting the implementation of a national police database on missing persons by the RCMP. The Ministry is leading the development work for the first Missing Persons Week to be held in May 2013.
- Adult offenders may be held accountable for their actions that bring them to the attention of the criminal justice system through referrals to alternative measures programs offered by community-based programs. The most recent data available from 2011-12 indicates that over 2500 adults were referred to these programs and 96 per cent successfully completed the agreements reached during the intervention. Progress continued on training for community agencies, Crown prosecutors and police on the new ministerial orders related to alternative measures and extrajudicial sanctions programs.
- The Ministry hosted an inter-provincial forum on organized crime that was attended by prosecutors and police from Quebec, Ontario, Manitoba, Alberta and British Columbia. Common problems and proposed solutions to reduce organized crime and gangs were discussed.
- Penalties were increased for individuals who failed to pay fines. (2011 Throne Speech)

Performance Measure Results

Crime rates







These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities. Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader. Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

In 2011, Saskatchewan's crime rate and crime severity index each declined three per cent. This was the seventh time in eight years that these numbers have fallen in the province. However, the Saskatchewan crime rate was more than double the national rate and the crime severity index was 1.9 times higher than the national. Among the provinces, Saskatchewan had the highest rates for overall crime, violent crime and property crime, as well as the highest overall crime severity index and the second highest violent crime severity index.

Saskatchewan has had the highest police-reported provincial violent crime rate in Canada since 1997. It also has the highest provincial family violence rate, highest provincial intimate partner violence rate, the highest provincial child and youth violent victimization rates, the highest provincial rate of family-related violence against seniors, and the second-highest violent crime severity index value and homicide rate. Self-reported victimization data shows a similar pattern, with Saskatchewan and Manitoba having the highest provincial self-reported rates of violent victimization.

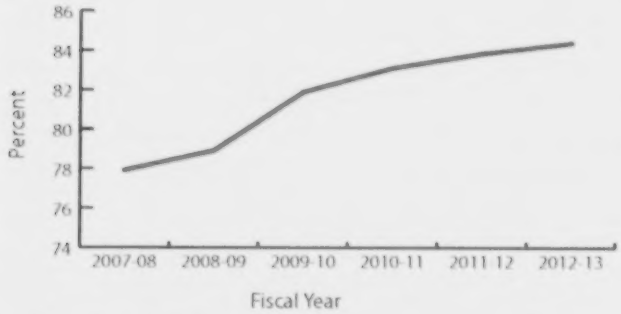
The crime numbers in Saskatchewan continue to be cause for concern despite the decrease in overall reported crime and crime severity in recent years. In addition, police-reported statistics mask the full extent of violent victimization in Saskatchewan. Not all violent incidents are reported to police. According to the 2009 General Social Survey, only 38 per cent of incidents of violent victimization in Saskatchewan among those aged 15 and older were reported to police. As well, reporting varies by type and severity of offence. For example, nationally 66 per cent of assaults, 57 per cent of robberies and 88 per cent of sexual assaults in 2009 were not reported to police.

The graphs represent the most recent data available. Data from 2012 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2013.

Progress in 2012-13: Attorney General

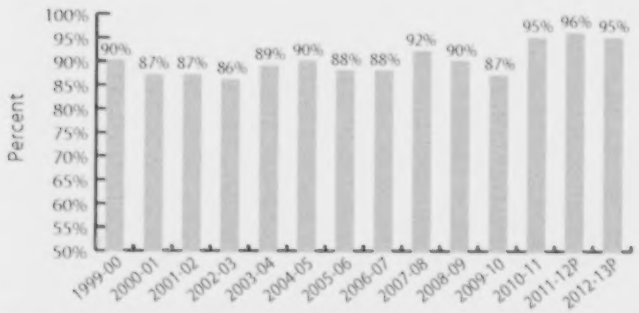
Offender accountability

Per cent of dollar amount of fines ordered paid within five years of disposition



Source: Court Services, Ministry of Justice, 2013

Percentage of offenders successfully completing agreements in adult alternative measures programs, 2001-02 to 2012-13



P - Preliminary data that requires further verification

Source: Strategic Initiatives and Program Support Branch, Ministry of Justice, 2013

These measures are of interest to the Ministry and the Government as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system, a critical component of community safety. The Ministry holds offenders accountable in three ways:

- custodial sentences and community supervision orders;
- financial commitments or fines; and
- community justice programs offering alternative measures.

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. Because the time it takes offenders to pay fines varies, this measure is reported over a five-year range as a percentage paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2004-05 would be reported over the following five fiscal years).

As shown on the first graph above, this value has been fairly constant, ranging from just under 78 per cent to over 84 per cent over the last five reporting periods. The increases from 77.91 per cent in 2007-08 to 84.37 per cent in 2012-13 can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency that allows the garnishment of GST rebates and income tax refunds when fines are not paid.

Although the Ministry attempts to have as much influence as possible over fine collection, it has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

The second measure provides data on offenders' successful completion of agreements in adult community justice alternative measures programs that are the responsibility of the Ministry. Alternative measures programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence that take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation or conferences through a community-based program.

Of those adult offenders with reported final outcomes, 95 per cent were successful in completing their agreements in 2012-13. This continues to demonstrate the consistently high level of success in these programs, ranging over the years from 86 per cent to 95 per cent completing agreements.

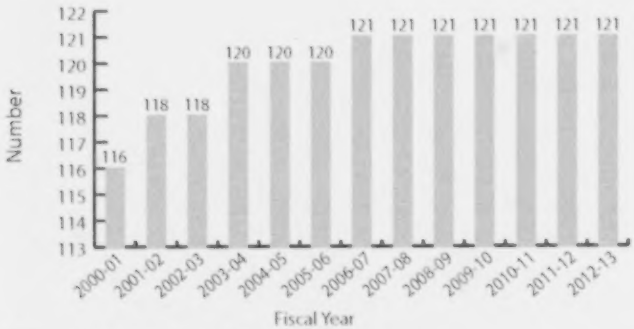
The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- education/employment opportunities; and
- changing police practice.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measures programs are less likely to re-offend than offenders who did not participate in this type of program.

Community-based approach

Number of community-based organizations engaged in crime prevention activities with the Ministry, 2001-02 to 2012-13*



* This measure reflects only programs funded by the Attorney General portfolio within the Ministry of Justice.

Source: Community Justice Division, Ministry of Justice, 2013

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations (CBOs) offering justice-related programs within Saskatchewan communities. Partnering with CBOs is a critical pillar of community justice activity and provides a measure of community engagement in crime prevention.

The Ministry of Justice (Attorney General) participated in the review of the cross-ministry approaches and practices used in working with CBOs. The review further validated the relationship and management process used by the Ministry, identifying it as an effective practice and bench mark for ministries working with the community sector.

Since 2003-04, the number of communities engaged in crime prevention activities with the Ministry has remained fairly constant. These programs include: community justice programs, victim services programs, crime prevention programs and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as the Ministry often initiates and supports community participation throughout the province across its initiatives.

Strategy: Improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan

- As part of the Saskatchewan Child and Youth Agenda, sites in Regina, Saskatoon and Prince Albert continued to provide Aboriginal Family Law courtworker services to assist families in understanding child protection situations. The sites served approximately 500 adults and 625 children.
- Based on the report of the Standing Committee on Intergovernmental Affairs and Justice, the consultation plan to gather information about legislation and regulations required to implement lobbying rules and a registry in Saskatchewan was completed. Legislation is expected to be introduced in fall 2013.
- The Ministry collects restitution monies that have been ordered for victims by the courts through the Adult Restitution Program (ARP) and the Restitution Civil Enforcement Program. The latter program was implemented province-wide effective March 31, 2012. Collection rates for ARP have increased over time. The most recent data available from 2011-12 indicates that the collection was 72 per cent, up from 54 per cent in 2005-06.
- In order to improve the seizure of assets/proceeds of crime or items that pose a threat to public safety, *The Seizure of Criminal Property Amendment Act, 2012* will go into effect in May 2013.
- The Ministry continued to expand access to video-conferencing to provincial court circuit points. Funding for renovations to the Pine Grove and Prince Albert Correctional Centres to expand access to video-conferencing was approved in the 2013-14 budget.
- The administrative organization of the Justice of the Peace Program was improved by establishing a centralized hub in specific locations that provided extended hours of service to accept applications for tele-warrants, requests for release, remand hearings and search warrants. The hub was implemented on a permanent basis in ten locations throughout the province. It provides backup to local Justices of the Peace in another 25 locations. By centralizing key functions in one office, the Office of the Supervising Justice of the Peace is provided with a greater ability to manage the workload and ensure that experienced, qualified Justices of the Peace are available at all times.
- The Ministry partnered with RCMP "F" Division and the Information Technology Office (ITO) to pilot an electronic ticketing initiative to improve processing time for offence tickets. The statement of work has

Progress in 2012-13: Attorney General

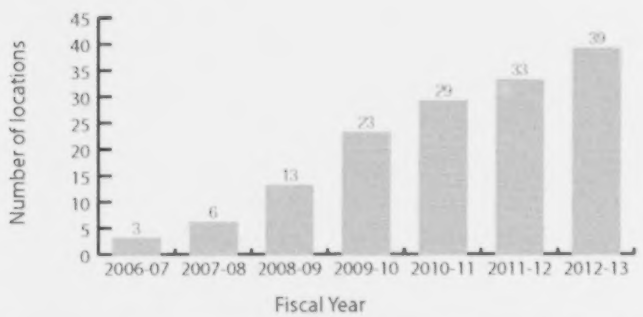
been distributed for review and a high level test implementation plan is being drafted by ITO. Yorkton and Regina have been selected as pilot sites.

- In collaboration with police agencies, a provincial strategy to track and store unidentified human remains was developed and implemented.
- In order to support the provision of legal advice to Saskatoon people in vulnerable circumstances, the Ministry entered into a contract with the Community Legal Services for Saskatoon Inner City Incorporated (CLASSIC). In 2012-13, 170 clients attended the Legal Advice Clinic that provides advice in family, civil and criminal law. Also during this time, 614 clients attended the walk-in advocacy clinic and were assisted with legal matters such as landlord-tenant disputes, income support, summary criminal charges, immigration and refugee issues, contract and debt situations, and wills and estates.
- Enhancement of services and policies for children and families included working with the federal government to create an effective, efficient child support recalculation program. This program would review and adjust court-ordered child support based on current income tax information. Further work will be underway as funding is made available.
- A justice sector provincial training program on Fetal Alcohol Spectrum Disorder and how to deal with it in the criminal justice system was held in November 2012. The program consisted of 380 individuals through 12 video-conferencing locations across the province.

Performance Measure Results

Video-conferencing

Number of locations

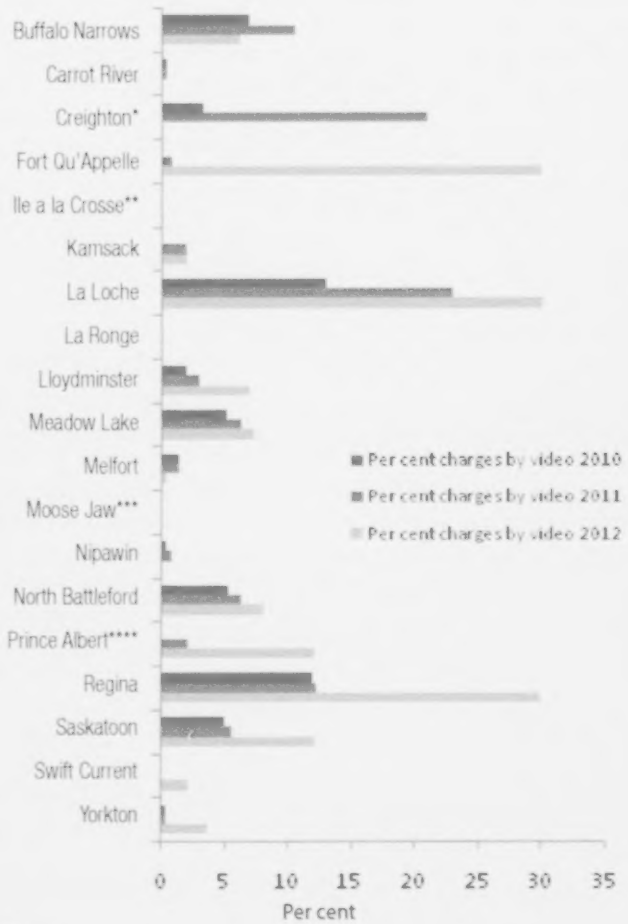


NOTE: The use of portable video-conferencing equipment enabled access in several court rooms in one court location. This measure has been revised to identify the number of court and correctional centre locations with access to video equipment rather than the number of video-conferencing sites as previously identified.

Source: Court Services, Ministry of Justice, 2013

Use of video-conferencing

Per cent charges heard by video-conference in court locations with access to equipment



Notes:

** Creighton continues to use video-conferencing but data is not available.*

*** Ile-à-la-Crosse showed 0.01 per cent of charges heard through video-conferencing. Equipment was installed in the court in 2012-13.*

**** Moose Jaw was not operational until December 2012.*

***** Data from Prince Albert is under-reported as all sites are not represented.*

Source: Strategic Initiatives and Program Support Branch, Ministry of Justice, 2013

These measures are of interest to the Ministry and the government, as video-conferencing technology reduces the cost of prisoner and witness transport, and assists in ensuring public safety.

When used with offenders, video-conferencing primarily facilitates court appearances without transporting prisoners, witnesses, judges, Crown prosecutors, and defence counsel. It can be used for a variety of court proceedings, such as first appearances, adjournments, bail hearings, sentencing and remote appearances by witnesses and counsel. The use of video-conferencing sites reduces transportation and security

concerns and costs, increases access to justice, and reduces court time and inconvenience to judges, counsel, the police, and offenders.

The number of locations with access to video-conferencing and the percentage of charges heard over video-conferences demonstrate the extent of this initiative's implementation. As shown, usage has increased over the years.

Since the initial installation of video-conferencing equipment in the Saskatoon Provincial Court and the Saskatoon Correctional Centre in 2006, use of video-conferencing technology has expanded greatly in Saskatchewan. As of March 31, 2012, it was available in 23 provincial court locations, nine Courts of Queen's Bench locations, one Court of Appeal, two provincial correctional centres for men, three youth centres, the Saskatchewan Penitentiary and the Regional Psychiatric Centre. In addition, one RCMP detachment and 33 interview rooms across the province have access to the equipment.

Video-conferencing equipment installed in court locations has also been used for other purposes such as accessing expert testimony, conferencing between judges and lawyers, and a justice sector conference on Fetal Alcohol Spectrum Disorder.

The Justice Automated Information Network cannot provide appearance counts by person; therefore, a proxy measure of the percentage of charges heard by video-conference has been used in the second measure. As shown, over the last year the use of video-conferencing has increased in the majority of sites. About 6,850 individual appearances throughout the province were made by video-conference.

The Ministry is encouraging the installation and use of video-conferencing equipment.

Strategy: Improve access to services and supports for victims of crime

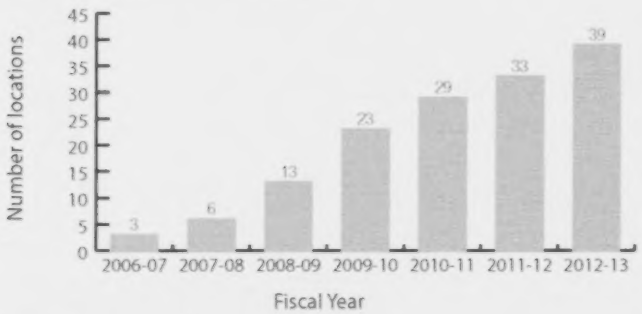
- In order to achieve the Ministry's long-term goal of ensuring that services are available to meet the needs of all victims throughout Saskatchewan, a plan for expanding the police-based victim services program province-wide was finalized in partnership with the RCMP "F" Division. In 2012-13, the partners began meeting with existing programs to discuss expansion proposals. In 2013-14, funding will be provided to existing programs and new programs to expand victim services to the additional 34 detachments currently without these services. Also in 2012-13, Victim/Witness Services were enhanced by establishing and staffing new offices in North Battleford and Meadow Lake.
- As part of the Saskatchewan Child and Youth Agenda, the Ministry identified the program elements required to implement the Northern Transportation and Safety Initiative. Work continued to develop administrative procedures that met changing government requirements and the unique needs of a northern initiative. When implemented, this initiative will increase victim safety in the North by providing transitional support and funding for emergency transportation and supplies when victims must leave unsafe circumstances, as well as resources to return to the community once danger to the victim is reduced.
- The review of the Victims Compensation Program continued and will be completed in 2013-14. Regulations to include additional violent crimes in the list of compensable offences are being considered for spring 2013, with other changes considered for fall 2013.
- The Ministry continued to develop an implementation plan to establish a central registry for protection orders in Saskatchewan that would provide easily accessible information to police about non-contact conditions and enable timely victim notification when circumstances change in criminal or family court matters. The feasibility study has been completed and planning is underway for internal and external meetings with stakeholders, such as victim services programs and police.
- The Ministry continued to effectively manage the Victims' Fund to ensure timely, appropriate responses to the needs of victims of crime. It funds and manages 50 programs in 37 agencies offering services that include crisis intervention, financial compensation, support throughout the criminal justice process and public education. Following extensive work with police-based victim services programs in northern Saskatchewan, the Ministry implemented an improved model for administration and service delivery in the North.
- The Ministry continued to strengthen delivery of standardized training for staff and volunteers in victim services programs. Victims Services supported SIAST in developing its new 12-week Victim Services Coordination Applied Certificate Program that was launched in October 2012. It is a member of the new sub-committee of the Federal-Provincial-Territorial Working Group on Victims of Crime that was established to explore the need for a national approach to the development of e-learning for victims services volunteers that could be tailored to meet the individual needs of provinces and territories.
- The Ministry continued to access Justice Canada funding to expand access to video-conferencing technology that allows children and other vulnerable witnesses to testify from outside courtrooms. Equipment was purchased for six additional victim/witness softrooms in 2012-13, bringing the total number of equipped court locations to 19.

Progress in 2012-13: Attorney General

- In order to allow RCMP to share victim information with police-based victim services programs, the Ministry continued to work with police partners, victim services programs and the federal government to revise policies and procedures. The Province is seeking changes to federal *RCMP Act* regulations to support RCMP referral of victims to victim services. Once the federal amendments are finalized, provincial legislation (*The Victims of Crime Act, 1995*) and regulations will be reviewed to determine if any changes are needed.

Performance Measure Results

Client satisfaction with Police-based Victim Services programs, 2006-07 to 2011-12



NOTE: The use of portable video-conferencing equipment enabled access in several court rooms in one court location. This measure has been revised to identify the number of court and correctional centre locations with access to video equipment rather than the number of video-conferencing sites as previously identified.

Source: Court Services, Ministry of Justice, 2013

This measure is of interest to the Ministry and the Government as it demonstrates the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process. The 18 Police-based Victim Services programs serve victims of crime directly and are available to 87 per cent of the Saskatchewan population in 61 of 96 RCMP and municipal police jurisdictions. For eight years prior to 2008-09, the programs served 80 per cent of the population. In 2008-09, services were expanded to new areas and the percentage of the population served increased by seven per cent. Work to increase victim services coverage to all Saskatchewan people and police jurisdictions began in 2012-13 and is expected to be completed in 2014.

The Police-based Victim Services programs are very effective at providing support to victims of crime and traumatic events through crisis intervention, information about the impact of crime and victimization, support, and referrals to other services. Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. The reported results from each year show programs are meeting their mandates very effectively. The most recent data available from 2011-12 is impressive and showed that:

- most respondents (96.6 per cent) reported that the supports and services provided by Victim Services met their needs, with 48.1 per cent reporting that they "more than met my needs";
- most respondents (97 per cent) reported that they were satisfied with the supports and services provided by Victim Services;
- almost all respondents (99.6 per cent) felt they were treated with courtesy and respect and 98.6 per cent with compassion; and
- almost all (99.2 per cent) reported that Victim Services people were non-judgmental.

Factors that may affect clients' perception of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of victims services and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with the local police service. RCMP-based programs operate with non-profit community-based boards.

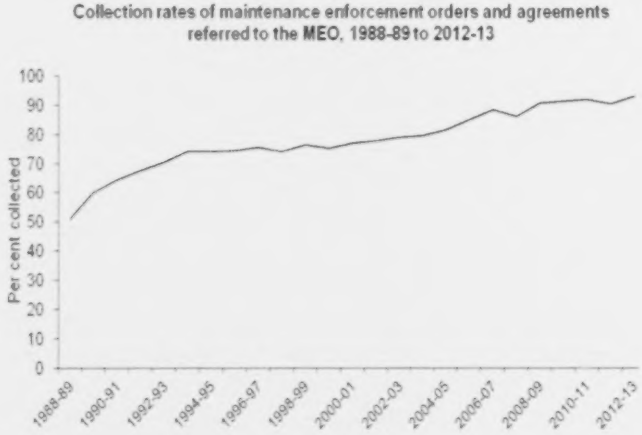
Strategy: Support adults and children in vulnerable circumstances by providing program services and supports

- As part of the Saskatchewan Child and Youth Agenda, the Ministry began work to develop approaches to support counsel for children involved in protection proceedings. Information was gathered from other jurisdictions and options were identified to meet the needs of Saskatchewan. A policy and program framework was developed. This issue continues to be analyzed within the Ministry and discussed with partners.
- The Ministry continued to participate with other ministries in responding to the recommendations of the Child Welfare Review. The Ministry was part of several discussions involving areas of potential reform in the child welfare area lead by the Ministry of Social Services. It continued to implement the Aboriginal Courtworker Family Law initiative and develop a plan for provision of counsel for children in protection proceedings. It more clearly defined the powers and responsibilities of the Children's Advocate Office. (2011 Throne Speech)
- The amendments to *The Enforcement of Maintenance Orders Act, 1997* to facilitate the implementation of the new Maintenance Enforcement computer system were proclaimed. System implementation is scheduled to take place late in 2013.

- The review of *The Coroners Act, 1999* and *The Coroners Regulations, 2000* was deferred to 2014 due to other priorities taking precedence. The purpose of the review is to better serve the public need for independent and impartial investigations into the circumstances surrounding unexpected, unexplained and unnatural deaths, as well as any resulting public inquests.
- Three-year agreements were entered into that resulted in 32 community organizations in 17 communities receiving a 1.6 per cent increase on the previous total funding amount of $9.3 million to deliver 41 interpersonal violence and abuse services across Saskatchewan.
- The inter-ministerial committee that conducted a review of legislation affecting adults in vulnerable circumstances provided its recommendations. Ministry officials continued to review and consult on the recommendations. Legislation to implement specific recommendations is being considered for introduction in fall 2013.
- The Ministry continued to work with other governments to implement changes in family law. Amendments to *The Inter-jurisdictional Support Orders Act* were passed in spring 2012. Work continues on the Canadian response to the International Convention on Parenting.
- Saskatchewan continues to have the second highest collection of money owed to custodial parents with orders registered with the Maintenance Enforcement Office (93 per cent). Parent education programs, custody and access assessments and supervised access and exchange programs continue to be offered by the Ministry. In those cases where custody and access assessments have been ordered, 85 per cent are resolved without further court intervention.
- The Ministry continued to provide family mediation services to assist parents in resolving parenting issues in a positive child-centred manner. Requests for these services from the lawyers, the judiciary and the public are increasing. Use of wait lists has become more frequent. In addition, the Dispute Resolution Office assisted the Ministry of Social Services by offering mediation services in child protection matters, benefiting the participants through the use of non-adversarial conflict resolution and increased family involvement. Requests for these services are also increasing.

Performance Measure Results

Collection of support payments for children and families



Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of families depend on timely receipt of support income to which they are entitled.

This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term since it first opened in the 1987-88 fiscal year. Over the past nine years, the Office has maintained a collection rate of over 80 per cent. In 2012-13, the collection rate was 93 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments, such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds, or GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Progress in 2012-13: Attorney General

Government Goal: Sustaining growth and opportunities for Saskatchewan people

Strategy: Increase protections for investors and consumers, and assure the integrity of Canada's capital markets

- Effective October 1, 2012, the proclamation of *The Financial and Consumer Protection Authority of Saskatchewan Act* transferred the Saskatchewan Financial Services Commission (SFSC) to a Treasury Board Crown corporation called the Financial and Consumer Affairs Authority (FCAA). This change will make the organization more flexible when responding to emerging business and consumer issues.
- A draft of *The Credit Union Act* regulations was sent to Credit Union Central for consultation. Changes to the Act and regulations will facilitate Credit Union Central's restructuring plans. Progress is deferred pending further information from Credit Union Central.
- In July 2012, amendments to *The Securities Act, 1988* were proclaimed that will support the work of the Canadian Public Accountability Board and authorize the FCAA to regulate credit rating organizations.
- The Ministry continued to work with a national working group within the provincial/territorial securities taskforce to implement harmonized legislation developed in 2011-12 that allows financial advisors dealing in securities to incorporate. Saskatchewan is ahead of other jurisdictions as it passed its legislation in May 2012. The Ministry continued to work with other jurisdictions to pursue further required changes to national rules.

Strategy: Promote a favourable business environment and better protect consumers by improving legislation

- The Ministry developed a statutory framework recognizing pooled registered pension plans to provide employees of small businesses and self-employed individuals a further opportunity to adequately prepare for retirement. Saskatchewan introduced *The Pooled Registered Pension Plan Act* for consideration in the spring 2013 session of the Legislature.
- The regulation of business practices was included in *The Consumer Protection Act*. This Act was introduced in the fall 2012 session of the Legislature. The review of new regulations under the Act is underway.
- The Act to implement amendments to *The Pension Benefits Act, 1992* to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans came into force in spring 2012.
- The Ministry continued to develop amendments to *The Condominium Property Act, 1993* to address issues raised in consultations with industry and consumers, including those with respect to insurance and bylaw development and enforcement. The Act was introduced in the fall 2012 session of the Legislature and will be considered for passage in the spring session. Regulations will be developed and further consultations conducted through 2013-14.
- The Ministry continued to work with other provinces to examine options for regulating travel agencies in order to enhance consumer protection.

Government Goal: Delivering responsive and responsible government

Strategy: Ensure that the administration of public affairs is within the rule of law[1]

- The Ministry continued to provide legal and policy advice and services to Government as required.
- The Ministry continued to offer government ministries, agencies and others advice on dispute resolution processes and assistance in resolving public policy issues. The Dispute Resolution Office partnered with Johnson-Shoyama Graduate School of Public Policy to offer a workshop on collaborative policy management involving citizens and stakeholders. This course was offered several times in the last year.
- The Ministry offered administrative and policy advice to ministries, agencies and local authorities to improve compliance with access and privacy laws on an as-needed basis. Activities also included coordinating a government-wide Privacy and Security Awareness Month and a province-wide conference on access, privacy, security and records management that was hosted by the Ministry.
- The amendment to *The Legislative Assembly and Executive Council Act, 2007* came into force in May 2012. It ensures that any future provincial government election campaign will not overlap with a federal government election campaign. (2011 Throne Speech)

1. *The rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.*

Strategy: Negotiate key federal/provincial agreements to benefit Saskatchewan people

- The Ministry continued to discuss approaches with provincial and territorial partners to ensure adequate federal funding for civil and criminal legal aid.
- The Ministry received renewed 2013-14 funding from Justice Canada to continue its partnership in the delivery of community justice programs.
- The Ministry continued to work with other provincial/territorial governments, particularly in Western Canada. In October 2012, a Western Ministers meeting was held to discuss issues of mutual concern such as cyber-bullying.

Strategy: Increase participation of Aboriginal people in justice system delivery to deal with criminal justice issues

- The Ministry continued to support Government in implementing the First Nations and Métis Consultation Policy Framework.
- The Elders Forum was re-established and met once as a group to provide advice on justice reform and on existing policies, programs and services. Some individual Elders attended justice events, meetings and training.
- A work plan was designed with First Nations and Métis peoples and organizations to assist community-based programs in the development, implementation and delivery of community-based justice services.

Strategy: Build knowledge about partnership and collaboration in government and community

- In partnership with the Johnson- Shoyama Graduate School of Public Policy, a justice symposium on community engagement to support safe communities was held in May 2012. According to the final report on the symposium, it succeeded in attracting 151 people from across western and northern Canada. Overall, 87 per cent of those who responded to a feedback questionnaire on the event said they were satisfied with their experience, and 98 per cent reported that the event was useful to them. Specific mention was made of the networking opportunities and exchange of ideas fostered by the event.
- The Dispute Resolution Office partnered with the Johnson-Shoyama Graduate School of Public Policy to deliver a workshop on collaborative policy making for government employees.

Strategy: Improve the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds.

- Regulations were passed to allow electronic communication with landlords and tenants by the Office of Residential Tenancies (ORT). eCourt, a project designed to meet the needs of the ORT and its clients, continues to be developed. Work is underway to document the ORT's current processes in order to produce a flow chart for future state processes that maximize efficiency. An implementation date has not been set.
- The ORT continued to work towards a culture that encourages landlords and tenants to directly resolve disputes in preference to applying for hearings. Staff turn-over increased the pressure to provide all staff with conflict resolution training.
- The development of a new Coroner Information System is well underway, including configuration, privacy assessment and system architecture. Estimated date of completion is March 2014.
- Program evaluations of the Regina Domestic Violence Court and the Victim Impact Statement Program that were scheduled to be conducted in 2012-13 were delayed because of other work priorities. A literature review of the use of victim services in domestic violence courts was completed.
- In order to improve and streamline the delivery of court services in the Provincial Court, a variety of provincial policies and processes were implemented. This included:
  - completion of a Digital Recording Training Manual and a Judicial Officer Training Manual;
  - completion of more than 12 provincial court policies; and
  - standardization of over 20 commonly-used form letters.
- In response to the Provincial Court Operations program review completed in 2009, a Provincial Court Clerk and Clerical Support training manual was completed. A Court Services Administrator Applied Certificate program has been finalized with SIAST and will be launched in 2013-14. Work plans for all court staff have been completed, including the development of individual learning plans.
- The Ministry continued to work with the Saskatchewan Administrative Tribunals Association to improve training and networking for administrative tribunals. It continued to offer the "Practice Essentials for Administrative Tribunals" training program, as well as specialized training for individual tribunals that request specific assistance.

Progress in 2012-13: Attorney General

- The Ministry continues to chair National Fatality Management Canada, which focuses on developing a national response to multiple fatality incidents. Planning to develop a national disaster response strategy is on hold as a result of reductions to critical funding from the federal government.
- Development and testing of the new computer system for the Maintenance Enforcement Office continued. Implementation will occur in 2013-14.
- The Ministry continued to work with the Information Technology Office to reform the courts and corrections information databases by developing the Criminal Justice Information Management System (CJIMS). This pilot project continues to assess the viability of a transformational approach to system redevelopment. The third phase of development and testing began in 2012-13 and will take approximately 36 months to complete. Vendor development in this phase has progressed and is on target for both costs and timelines. Target date for implementation is 2015.

Progress in 2012-13: Corrections and Policing

Government Goal: Improving our Quality of Life

Strategy: Working in partnership with police, community leaders and other ministries, reduce crime through prevention, intervention and suppression

- Corrections and Policing continued to lead *Building Partnerships to Reduce Crime* (BPRC), a partnership approach to crime prevention that was born out of the original Future of Policing work. The goal of BPRC is to work collaboratively with communities to change the way crime and victimization are approached; not just as a policing issue, but as a social wellness issue. This approach was initiated in 2011, and a Deputy Minister's Steering Committee guided the approach for moving forward. The 2012 reorganization and creation of the Community Safety Outcomes and Corporate Supports Division reflects Corrections and Policing's commitment to new ways of doing business. The Community Mobilization Prince Albert (CMPA) model is the flagship of the BPRC approach. The Prince Albert Police Service reports a 35 per cent reduction in calls since CMPA became operational 27 months ago, along with a corresponding reduction in prosecutions. An evaluation framework is currently being developed that will more clearly quantify outcomes of the BPRC approach. It is being replicated in North Battleford, La Ronge, Yorkton and Moose Jaw.

  Implementation is being explored by the Estevan/ Weyburn region, Swift Current region, Nipawin, Lloydminster and Ahtahkakoop. Communities outside the province and the country have expressed interest in learning more about the model.
- Corrections and Policing continued to support policing initiatives to combat organized crime and gangs through the following actions:
  - The Witness Protection Program has received 40 applications to date. Of these applications, 29 witnesses have been approved for protective measures. A total of seven witnesses are currently under protection. There is a 100 per cent success rate for witnesses appearing in court to provide testimony. The Witness Protection Program has assisted out-of-province municipal police services on four occasions.
  - Work continues with neighboring provinces to crack down on drug trafficking and other gang activities. Almost all major investigations conducted by the Combined Forces Special Enforcement Unit (CFSEU) result in partnerships with police agencies from neighbouring provinces. The CFSEU is a provincially funded program with a mandate to detect, disrupt or dismantle criminal groups posing a risk of violence or significant adverse social consequences. The Northern Drug Strategy is a provincially funded partnership between the Prince Albert Police Service and the RCMP dedicated to enforcement which focuses on illegal drug use and associated violence in northern communities.
- Adult Corrections, Public Prosecutions, Canadian Mental Health Association- Saskatchewan Chapter, Saskatoon City Police and North Battleford RCMP worked together to implement the Serious Violent Offender Response (SVOR) Program. The SVOR Program was established in 2012-13 to reduce re-offending by responding to high-risk offenders in a focused, targeted, and integrated way. Under the program, police officers works with Probation Services and Prosecutions to perform a centralized coordination function that includes assembling offender profiles, preparation of applications, and communicating with police agencies to monitor targeted offenders and provide guidance. Funding was provided for mid-year implementation. Hiring of prosecutors and paralegals is underway.
- The continued operation of the Internet Child Exploitation (ICE) unit protects children from sexual exploitation over the Internet. The ICE unit receives close to 200 referrals annually, and the resulting investigations have led to the rescue of several children being victimized locally and out-of-province. The unit initiates approximately 60 criminal charges annually pertaining to the possession, distribution or creation of child pornography and the sexual abuse of children. As part of the Safer Communities Enforcement Services ongoing initiative to develop new working partnerships, the Regina Safer Communities and Neighborhoods (SCAN) unit recently played a key role in assisting ICE in their first investigation under Section 172.1 of the *Criminal Code* (Luring a child).
- In order to enhance policing services to communities in the Northern Administration District, SCAN has been working with New North, RCMP detachments, "F" Division personnel, and the Saskatchewan Liquor and Gaming Authority to address the bootlegging problem in northern communities.
- As part of supporting the Civil Forfeiture Program by taking profits out of crime and holding offenders accountable, 31 applications for forfeiture were made in 2012-13. Of those, 21 applications were granted, two were denied, and the remainder are before the courts. As of May 10, 2013, the balance in the fund was $1,086,983.30. Legislative amendments to *The Seizure of Criminal Property Act* were recently introduced under Bill 54.
- Corrections and Policing continues to work with the federal government and First Nations to deliver effective,

Progress in 2012-13: Corrections and Policing

professional and culturally appropriate policing services in First Nations communities throughout Saskatchewan by providing orientation to Community Policing Boards (CPBs) about the Framework Agreement on Community Safety and Policing Initiatives. The orientation plays an integral role in building relationships between stakeholders. On May 1, 2012, CPB training was coordinated by the Policing and Safety Services and facilitated by the Northern Policing Coordinator and a RCMP member. This not only signified the relationship between Corrections and Policing and the RCMP but demonstrated the importance of teamwork. Policing and Safety Services is currently working on a business case to determine the feasibility of a request regarding funding for the CPBs.

- In order to work with Criminal Intelligence Services Saskatchewan, other provincial jurisdictions and the federal government to address drug trafficking and other gang activities, Criminal Intelligence Services Canada has initiated the renewal of the current Automated Criminal Intelligence Information System. The goal is to redesign and modernize the database by developing a new program that meets the needs of member agencies, improving the ability to address the evolving nature of organized crime and respond to updated information and intelligence sharing requirements. Public Safety Canada has taken the lead to contract the services of a system designer to fulfill the specifications articulated by investigators who will use the redesigned system.
- Corrections and Policing continues to fund integrated enforcement teams that work within Saskatchewan and nationally on emerging enforcement priorities and specific types of crime involving vulnerable citizens. In addition to those already mentioned (CFSEU, Enhanced Community Policing, ICE, and the SVOR Program), the Ministry funds:
  - the Serious Habitual Offender Comprehensive Action Program that facilitates targeting and holding repeat offenders under 25 years of age accountable for their crimes;
  - the Missing Person Task Forces that are established in Regina, Saskatoon, Prince Albert and within the RCMP with the specific mandate to investigate cases of missing persons. The investigators work on recent and historical missing persons cases.
- In addition to key actions included in the performance plan, Policing and Community Safety Services is working with the private investigator and security guard industry provincially and nationally to ensure professional and operational standards are improved upon as the industry experiences unprecedented growth within Saskatchewan. The Private Investigator and Security Guard Program continues to experience a high volume of licensing requests from the growing security industry.

Performance Measure Results

Percentage of police-reported incidents cleared by charge or cleared otherwise

Source: Canadian Centre for Justice Statistics, Statistics Canada. Police Administration Survey and Uniform Crime Reporting Survey

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Saskatchewan's rate of police-reported incidents cleared by charge or otherwise continues to increase. In 2010, Saskatchewan's clearance rate of approximately 60 per cent compared favorably to the national clearance rate of 44 per cent.

While this measure is one indicator of the Ministry's progress in reducing crime through prevention, intervention and suppression, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of police services.

Strategy: Working with partners, enhance public safety and reduce re-offending through effective security and rehabilitation

- In order to assess best practices and program effectiveness, an evaluation framework is being developed for the Dedicated Substance Abuse Treatment Unit at the Regina Provincial Correctional Centre (RPCC). The unit is a 20-bed inpatient substance abuse treatment program that was developed in

partnership with the Ministry of Health and the Regina Qu'Appelle Health Region (RQHR). It is jointly operated by staff at RPCC and RQHR. Since its inception in 2008, 620 offenders have been accepted into the program with 578 or 93 per cent of offenders completing the program.

- In order to reduce re-offending, 134 adult corrections staff and 65 young offender staff were trained in core correctional practices, accounting for 597 training days.
- In order to reduce re-offending, Corrections and Policing continues to track serious violent offender cases and ensure case management complies with standards.
- Corrections and Policing continues to develop and implement case management policy and guidelines and enhance the case management skills of community and facility workers. Community Safety Planning (CSP) mastery was introduced in 2010-11 and all supervisors and facility and community youth workers have been trained. Youth workers and supervisors continue to work on the CSP mastery process with 75 per cent of the supervisors in custody and 95 per cent of supervisors in community reaching level one mastery in 2012-13.
- Relapse prevention programming has been initiated for all youth and adult offenders supervised in community programs where Corrections and Policing has case management responsibility. Training in relapse prevention programming is included as part of the CSP mastery process currently underway. Relapse prevention programming is a cognitive behavioural strategy that helps offenders identify the high risk thoughts, feelings, behaviours and situations that influence their offending pattern and help them develop plans to change their behaviour. This year the mastery process has been prioritized for staff working with youth. Planning is currently underway to roll out this process to staff who work with adult offenders in the SVOR Program in the next fiscal year.
- In June 2012, a five-year First Nations and Métis Strategic Plan was completed. The plan is based on the medicine wheel concept. A work plan has been developed and is underway to ensure accountability of programs and services offered to First Nations and Métis offenders in custody and in the community.
- In order to develop an increasingly effective reintegration program for offenders that further increases the involvement of First Nations and Métis communities, a resource file for community and facility case workers on community supports has been developed and made available. Ongoing meetings are held with justice workers in First Nations communities to assist in the reintegration process.
- A consultant has been hired to undertake and complete a Saskatchewan corrections facilities master plan for youth and adult custody facilities. The study will be evidence-based and built on programs shown to work in Saskatchewan and other jurisdictions. It will address security and program design issues and provide a plan for the next 15 years including reuse of existing buildings, joint youth and adult facility infrastructure, and an enhanced role for First Nations and Métis organizations. It is anticipated the study will be complete by March 2014.
- The gains made from completion of phase one and phase two of *The Road Ahead*, the plan developed following the August 2008 escape from the Regina Provincial Correctional Centre, continue to be supported, and longer-term commitments are being met including:
  - roll out of workshops on the newly amended *Correctional Services Act* and Regulations to all adult corrections staff is underway;
  - development of divisional policy specific to the legislative changes to ensure compliance to *The Correctional Services Act* and Regulations;
  - inclusion of video courts in the new builds at the Pine Grove Correctional Centre and the Prince Albert Correctional Centre; and,
  - in partnership with Court Services, several video court circuit points have been instituted in Saskatchewan resulting in fewer transports to court and enhanced public safety.
- In order to continue gang identification and placement activities in correctional facilities, Corrections and Policing continues to provide ongoing staff training and specialized positions and technology, all of which contribute directly to the early detection of security threats in custody facilities. With approximately 350 known organized crime and street gang affiliates representing approximately 25 known security threat groups in adult custody facilities, it is critical to ensure appropriate identification, classification and placement of offenders. These activities promote safer correctional facilities for staff and offenders and are supported by the information sharing practices of the Security Intelligence Program and policing partners.
- In order to improve expertise, training and auditing in sentence management and reduce instances of mistaken releases, the young offender sentence management team completed 45 training sessions (12 sentence calculation sessions, 24 Saskatchewan Young Offender Case Administration and Management System database training sessions and nine combined sessions), with a total of 372 staff receiving training. Eighteen online training sessions have occurred since November 2012. In addition, youth and adult sentence management has merged into one team of specialists responsible for providing sentence administration expertise, operational support, training, audits, and quality assurance for

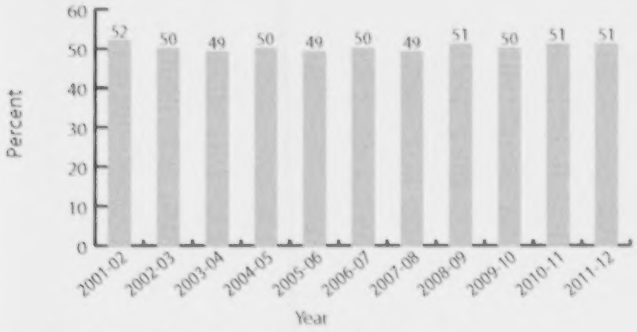
Progress in 2012-13: Corrections and Policing

Adult Custody Services, Youth Custody Services and Community Corrections.

- Sentence management audits were conducted at the four primary adult correctional centres and 15 adult community corrections offices. Custody audit findings revealed that robust controls were consistently in place, contributing to a low occurrence of errors. Community conditional sentence audit findings revealed less consistent controls, which may have contributed to a higher occurrence of errors. Overall community error rates were similar to the last conditional sentence audit conducted in 2009. Mitigation strategies will continue to be developed to address the root causes of sentence administration errors.
- To further advance the development of secure infrastructure, a new 30 bed expansion at Pine Grove Correctional Centre is nearing completion and will become fully functional in June 2013. Operational policies have been developed and staffing has begun to ensure a smooth transition.
- The design work is 99 per cent complete for the 72 cell living unit within the secure perimeter of the Prince Albert Correctional Centre with a construction completion date of March 2015.
- The investigation of efficiencies in staff workforce scheduling processes based on the pilot at the RPCC has been put on hold in order to complete the scheduling project being led by the Public Service Commission.
- As previously referenced on page 22, the Ministry is working with the Information Technology Office to reform the courts and corrections information databases by developing the Criminal Justice Information Management System.
- Community Mobilization Prince Albert (CMPA) is the initial site of a best practice model under the *Building Partnerships to Reduce Crime* (BPRC) umbrella. The Community Mobilization model has two components:
  - The Hub, a multi-disciplinary group of front-line workers who provide immediate intervention and short-term solutions to individuals and families in crisis.
  - The Centre of Responsibility (COR), human service professionals who collaborate on longer-term solutions to reduce crime and victimization.
    - In 2013, the Government of Saskatchewan provided $450,000 in funding to CMPA to support the COR to research and analyze long-term systemic barriers and challenges and develop solutions. Ministries involved in CMPA have reassigned a total of 15 employees to complete this work. Key projects under development include: the Prince Albert and Region Alcohol Strategy, Managed Alcohol Program/frequent users of human services, Parenting, Truancy/Chronic Absenteeism, Teen Facility Transportation, Mandated Youth Detox, and Core Human Service Training (problem solving/ collaboration).
    - BPRC Consultants have established close working relationships with CMPA, participating in the development of best practices while supporting and guiding other Saskatchewan communities interested in developing a Hub model.
  - Ministry officials and academics from the Universities of Saskatchewan and Regina are actively engaged in CMPA Hub evaluation and measurement frameworks. They are working with COR analysts articulating CMPA Social Return on Investment indicators and outcomes. These evaluation and analysis activities will inform future Hub and COR development.
- Progress is underway in partnering with the Attorney General portfolio to develop a comprehensive and targeted approach to serious violent offenders.
- Appropriate training for staff members is a vital part of the commitment of Corrections and Policing to ensuring public safety and the delivery of effective correctional services. In addition to the key actions identified in the Ministry plan, a total of 2,550 adult corrections staff attended training sessions. A total of 579 young offender staff attended training sessions encompassing 2,753 training days. Staff may have had the opportunity to attend more than one training opportunity and, therefore, individual staff members may be counted more than once in the total number of staff trained. Key areas of training included:
  - induction training for new corrections workers and refresher training for institutional staff to carry out their duties safely and professionally;
  - probation officer orientation;
  - leadership development;
  - first aid and CPR;
  - Restraint and Emergency Response Team training; and,
  - mental health training. This is new training which was finalized and rolled out to custody and community youth workers in 2012-13. Similar training for staff who work with adult offenders has now been designed and was delivered to three groups of adult community corrections workers in March 2013 with plans to continue training in 2013-14.

Performance Measure Results

Percentage of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody



Source: Adult Corrections Information Management System

Research shows that when correctional programs target risk factors that directly influence offending behaviour and when those programs are delivered in a manner that matches the learning style of offenders, re-offending behaviour can be reduced. The percentage of offenders who have completed custody and were not readmitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that adult correctional centres provide services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behavior, including antisocial thoughts and attitudes, low levels of education, lack of stable employment, family issues and addictions.

In 2012-13, the percentage of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 50 per cent, remaining relatively stable over the past ten years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities have continued to rise, and a large proportion of offenders are medium to high- risk.

These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

Government Goal: Delivering responsive and responsible government

Strategy: Employ people management strategies that support a high performing, respected and professional workplace in a safe and healthy work environment

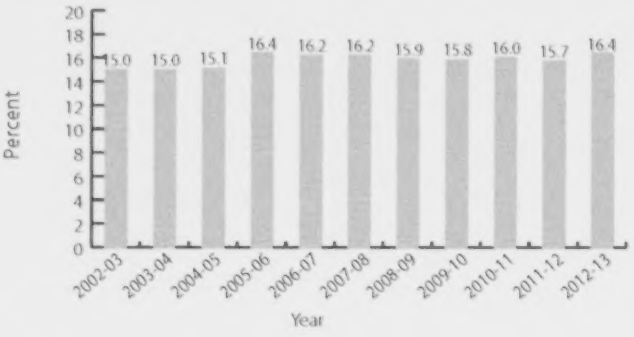
- Recruitment and retention initiatives are being maintained with particular emphasis on the Northern Administration District through relocation assistance, student hiring and tuition support. Two community youth workers were hired in the North with relocation expenses covered under a two-year return of service agreement. Four out of seven practicum students in Prince Albert and northern locations were hired by Corrections and Policing.
- Corrections and Policing continues to enhance leadership development with a multi-stream approach. This includes a middle-management talent inventory of high potential and high performing employees, acting assignments, a mentorship program, assigning employees to projects, and providing learning and development. In addition to informal learning, formal learning and development is offered in areas such as human resource management, the University of Saskatchewan Leadership Development Program, the Public Service Executive Orientation Program, and the University of Regina and Johnson-Shoyama Graduate School leadership programming.
- Corrections and Policing continues to enhance a professional public service workforce through implementation of individual annual work plans. All out-of-scope employees have annual work plans in place. Approximately 50 per cent of in-scope employees use the in-scope work planning tools, with some divisions having achieved 100 per cent implementation. Corrections and Policing will meet its full implementation target by March 31, 2014.
- Employee professionalism and accountability is supported through the Commitment to Excellence and Professional Code of Conduct, in place in all custody facilities and community corrections offices. Corrections and Policing continues to support Executive Government's new Statement of Corporate Culture, championed by senior leaders and introduced to all employees.

Progress in 2012-13: Corrections and Policing

- The Inclusive Workplace Strategy supports employee attendance at diversity and inclusion-related workshops and educational opportunities, such as the Aboriginal Government Employees' Association; the Saskatchewan Visible Minority Employees' Association; the Disability Support Network; and Saskatchewan Human Rights Commission workshops. Corrections and Policing was represented at career fairs across Saskatchewan, and in First Nations communities, reaching approximately 6,000 students and community members. Aboriginal positions continue to be designated in accordance with the Public Service employment equity hiring policy. Managers continue to develop workplaces that welcome diversity. Continued education and awareness is provided to managers and all new corrections workers through First Nations and Métis Awareness Training.
- Corrections and Policing continues to provide training on anti-harassment and respect in the workplace. Professional workplaces are promoted through the Commitment to Excellence and Code of Professional Conduct implemented in Corrections. Corrections and Policing supports professionalism of its workforce through evidence-based practices, individual work plans for all employees, and through reimbursement of professional fees and tuition.
- Corrections and Policing implemented the government-wide Incident Reporting and Investigation Policy regarding injuries and near misses in the workplace. The Infectious Disease and Violence Policies have been revised and communicated to all employees. Corrections and Policing is proceeding with initiatives to support the Critical Incident Stress Management policy and program. Quarterly Occupational Health and Safety (OHS) statistics collection continues, including accountability measures for workplace inspections, OHS committee efficiency, compliance with regulations, and injury statistics. Corrections and Policing held the fourth Biennial OHS Conference in October 2012.
- In 2012-13, the Freedom of Information and Privacy Branch held 22 training sessions that included 11 on access and privacy and 11 on records management.
- The Succession Management Framework has been expanded to encompass all areas of Corrections and Policing. The Framework is being further developed through alignment with existing talent management initiatives and opportunities within Corrections and Policing and Executive Government.

Performance Measure Results

Percentage of Ministry employees who self-identify as being of First Nations or Métis ancestry



First Nations and Métis people represent approximately 14 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system (between 70-80 per cent of people in custody are of First Nations and Métis ancestry).

One way to help ensure that Ministry programs respect the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry continues to rise, from 15 per cent in 2002-03 to 16.4 per cent as of March 31, 2013. While the Ministry's proportion of First Nations or Métis staff compares favorably to the province's public service sector rate of 12 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure and has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually (a high proportion of attendees are of First Nations or Métis ancestry);
- attending career events in First Nations communities to promote future careers in Corrections and Policing;
- designating First Nations and Métis positions in accordance with the Public Service employment equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and

- continued education and awareness provided to Corrections and Policing managers through the *First Nations and Métis Awareness Training*.

Strategy: Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds and effective client service

- The assessment tool developed in 2011-12 to assess community-based organizations (CBOs) for multi-year funding was implemented in 2012-13. Assessment of agency performance and risk management has been incorporated into an annual process to establish eligibility for multi-year funding, inform agency performance/work plans and identify developmental needs.
- A CBO Services Strategic Framework document is in development and will be completed in 2013-14. Additional work is required to align this strategic approach with *Building Partnerships to Reduce Crime*.
- The Continuous Improvement Team leads the coordination of Lean projects across Corrections and Policing. On March 24, 2012, the Bright Ideas Initiative was launched where employees are encouraged to identify potential Lean projects with the objective to have five strategic Lean projects underway in 2013-14. Corrections and Policing is on schedule to meet this target. Additional projects are being planned for 2013-14.
- The overtime reduction strategy has reduced overtime costs from $9.807M in 2009-10 to $7.583M in 2012-13, a 23 per cent reduction. This has been accomplished despite increasing counts in adult custody facilities.
- As a result of government reorganization, the Ministry of Government Relations will report on the review and update of the Provincial Disaster Assistance Program (PDAP) policy, regulatory and guideline documents and on improvements to documentation and record management in PDAP.
- Records management continues to be improved to meet legislative obligations and service needs. A total of 514 boxes of old records were identified and inventoried. Of this total, 448 were approved for disposal and 66 were taken into the permanent collection of the Saskatchewan Archives Board.
- As noted under people management strategies, 11 training sessions were held on access and privacy. This has led to a better understanding by staff of the legislative obligations to protect individual privacy.
- In 2012-13, the Freedom of Information and Privacy (FOI) Branch received 2,051 new requests for information as a result of the Independent Assessment Process (IAP) of the Indian Residential Schools Adjudication Secretariat (IRSAS) and other processes. Of the total requests received, 1,841 were new requests related to the IAP process of the IRSAS. The Branch processed 1,931 requests under the IAP, including some carried over from 2011-12.
- The FOI branch continued its participation on an inter-ministry working group established to assist ministries and local initiatives with information sharing issues in support of children, youth and families. In 2012-13, the particular focus was on assisting Community Mobilization Prince Albert. This collaborative work is under the guidance of officials from the Attorney General's office.
- The Guidelines for Information Sharing related to the Youth Criminal Justice Act document was updated to reflect the reorganization and changes to the legislation. The document is used by Corrections and Policing and the Ministry of Education to provide integrated services to youth.
- Corrections and Policing continues to explore the most effective way to deliver services, including alternate third party delivery models. This includes the following:
  - To meet the increased demand for video court appearances Corrections is planning two new sites at the Prince Albert Correctional Centre and Pine Grove Correctional Centre.
  - A business case for a prisoner transport model that minimizes the use of police resources for non-police duties, ensures the humane and legal treatment of prisoners, and minimizes prisoner hand-offs between agencies was presented to the project's senior executive steering committee, which comprises stakeholders from Corrections and Policing, Court Services and the RCMP. This remains a top priority, and the Ministry is moving forward with recommendations to Government.

Financial Overview 2012-13

The Ministry's original 2012-13 appropriation was $543.8 million, including $30.1 million for capital asset acquisitions and $515.1 million on an expense basis. The expense budget excludes the $30.1 million appropriation for the Ministry to acquire capital assets and includes $1.3 million for the amortization of capital assets.

For 2012-13, actual expenses were $523.4 million; a variance of $8.4 million higher than the original budget. The increased costs are attributable to:

- increased salary pressures, largely as a result of utilization pressures in Adult Corrections and Young Offender programs ($10.7 million);
- increased operating pressures, largely due to higher IT costs and an increase in the allowance for uncollectable fines in Court Services ($3.4 million); and
- higher amortization costs ($0.7 million); partially offset by a reduction in operating and capital grants. These were primarily RCMP, police programs, Community and Alternative Measures, and Community Services ($6.4 million).

The renovation and addition to the Saskatoon Courthouse was $4.2 million under budget and the construction work at the Prince Albert Provincial Correctional Centre was $1.5 million under budget for the 2012-13 fiscal year due to changes in project timelines. The expected cost of the projects has not changed; however, the cash flows between fiscal years will change from the original plans.

Expense results by sub-vote and program area are summarized in subsequent pages of this report.

The 2012-13 revenue budget was $62.3 million. Actual revenue was $74.8 million; $12.6 million greater than budget. The increased revenue is primarily attributable to:

- increase in number of fines ordered, municipal holdbacks and other court revenue ($3.6 million);
- higher than anticipated Surrogate Court fees and Public Trustee fees were collected; ($2.2 million);
- dividend from Financial and Consumer Affairs Authority (FCAA) higher than estimated ($1.6 million); and
- the remaining $5.2 million is attributable to net changes in a number of different branches and includes funds held over from prior years to cover expected 2012-13 expenses that were never realized.

The 2012-13 Full-time Equivalent (FTE) budget was 2,751.1 FTEs, with actual FTE utilization of 3,048.5 (297.4 FTEs over budget). Staff were required to address workload pressure, as follows:

- Adult Corrections and Young Offender programs (workload pressures) – 172.0 FTEs
- Court Services (security detention and workload pressures) – 80.1 FTEs
- Prosecutions and legal service areas (workload pressures) – 22.0 FTEs
- Freedom of Information and Privacy (workload pressures) – 8.9 FTEs
- The Office of the Public Guardian and Trustee (workload pressures) – 3.3 FTEs
- Miscellaneous pressures throughout the rest of the Ministry – 11.1 FTEs.

2012-13 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and sub-program. Explanations are provided where variances are greater than $500,000. All amounts are shown in $000s.

Sub-vote	Sub-program	2011-12 Actual Expenditure	2012-13 Original Estimates	2012-13 Actual Expenditure	Variance	Notes
Central	Executive Management	$ 2,784	$ 2,431	$ 2,950	$ 519	1
Management and	Central services	12,747	10,892	13,694	2,802	2
Services	Accommodations	30,116	33,818	33,399	(419)	
	Land Titles Assurance Claims	5	1	0.1	(0.9)	
Total Central Management and Services		**$ 45,652**	**$ 47,142**	**$ 50,043**	**$ 2,901**	
Courts and Civil	Court Services	$ 29,471	$ 31,657	$ 32,980	$ 1,323	3
Justice	Dispute Resolution	1,778	1,643	1,675	32	
	Family Justice Services	4,553	4,286	4,521	235	
	Public Guardian and Trustee	2,707	2,746	2,744	(2)	
	Salaries-Provincial Court Judges	12,509	12,502	13,496	994	4
Tot al Courts and Civil Justice		**$ 51,018**	**$ 52,834**	**$ 55,416**	**$ 2,582**	
Legal and Policy	Access and Privacy	$ 305	$ 430	$ 387	$ (43)	
Services	Civil Law	3,693	3, 760	3,868	108	
	Communications	358	485	416	(69)	
	Policy, Planning and Evaluation	1,150	1,191	1,283	92	
	Public Law	3,607	3,552	3,781	229	
	Public Prosecutions	19,548	20,743	20,820	77	
	Queen's Printer	153	97	97	-	
Total Legal and Policy Services		**$ 28,815**	**$ 30,258**	**$ 30,652**	**$ 394**	
Community Justice	Community Services	$ 15,884	$ 16,114	$ 15,781	$ (333)	
	Office of the Coroner	2,821	3,162	2,802	(360)	
	Public Complaints Commission	622	632	623	(9)	
Total Community Justice		**$ 19,327**	**$ 19,908**	**$ 19,206**	**$ (702)**	
Boards and	Automobile Injury Appeal Commission	$ 923	$ 968	$ 807	$ (161)	
Commissions	Human Rights Commission	2,986	2,045	2,051	6	
	Inquiries	122	149	73	(76)	
	Legal Aid Commission	22,063	22,494	22,369	(125)	
	Residential Tenancies	1,277	1,283	1,590	307	
Total Boards and Commission		**$ 27,371**	**$ 26,939**	**$ 26,890**	**$ (49)**	
Adult Corrections	Community Operations	$ 14,009	$ 13,435	$ 14,443	$ 1,008	5
	Community Training Residences	2,691	2,399	2,741	342	
	Correctional Facilities Industries Subsidy	-	40	-	(40)	
	Facilities	85,747	85,988	87,898	1,910	6
	Program Support	3,263	2,975	4,068	1,093	7
Total Adult corrections		**$ 105,710**	**$ 104,837**	**$ 109,150**	**$ 4,313**	
Young Offender	Community and Alternative Measures	$ 6,404	$ 7,674	$ 6,883	$ (791)	8
Programs	Facilities	31,231	30,684	30,556	(128)	
	Program Support	2,558	1,866	2,964	1,098	9
	Regional Services	11,584	11,844	11,408	(436)	
Total Young Offender Programs		**$ 51,777**	**$ 52,068**	**$ 51.811**	**$ (257)**	
Policing and	Police Programs	$ 14,515	$ 16,090	$ 15,097	$ (993)	10
Community Safety	Program Support	1,604	699	2,322	1,623	11
	RCMP	146,058	161,545	158,753	(2, 792)	12
Total Policing and Community Safety		**$ 162,177**	**$ 178,334**	**$ 176,172**	**$ (2,162)**	
Saskatchewan	Police College	$ 1,166	$ 1,162	$ 1,009	$ (153)	
Police Commission	Police Commission	-	265	253	(12)	
Total Saskatchewan Police Commission		**$ 1,166**	**$ 1,427**	**$ 1,262**	**$ (165)**	
Major Capital Projects		$ 13,783	$ 30,075	$ 25,985	$ (4,090)	13
Total Major Capital Projects		**$ 13,783**	**$ 30,075**	**$ 25,985**	**$ (4,090)**	
Total Ministry Appropriation		**$ 506,796**	**$ 543,822**	**$ 546,587**	**$ 2,765**	
Capital Asset Acquisitions		(13,355)	(30,075)	(25, 168)	4,907	14
Capital Asset Amortization		2,211	1,304	1,983	679	15
Total Ministry Expense		**$ 495,652**	**$ 515,051**	**$ 523,402**	**$ 8,351**	

Explanation of major variances

1 Restructuring of Executive Management functions.

2 Costs to support the information technology partnership with the Information Technology Office were greater than anticipated.

3 Increased costs related to court security, workload pressures and other operating pressures.

4 Increased leave liability and increased need for relief judges.

5 Increase in offender counts and caseload management.

6 Costs associated with daily staffing requirements.

7 Increase for programming costs.

8 Under expenditure for utilization of service providers.

9 Increase for programming costs.

10 Restructuring due to the government reorganization in 2012.

11 Under expenditure for the RCMP contract.

12 Change to project timelines on the renovation and addition to the Saskatoon Courthouse and the Prince Albert Provincial Correctional Centre. The cost of the projects has not changed; however, cash flows between fiscal years will change.

13 Higher actual costs of capital projects meeting the definition of a tangible capital asset.

14 Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2012-13 Public Accounts.

2012-13 Financial Results – Revenues

The Ministry collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $500,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Budget	Variance	Notes
Fines, Forfeits and Penalties	$ 13,177	$ 16,485	$ 3,308	1
Sales, Services and Service Fees	10,789	13,081	2,292	2
Other Licences and Permits	518	575	57	
Transfers from Federal Government	6,716	7,064	348	
Other Federal/Provincial Agreements	5,738	6,197	459	
Transfers from Other Governments	15,050	15,395	345	
Other Enterprises and Funds	10,055	11,449	1,394	3
Other Miscellaneous Revenue	222	4,569	4,347	4
Ministry Revenue	**$ 62,265**	**$ 74,815**	**$ 12,551**	

Explanation of major variances

1 Increase in number of fines ordered.

2 Higher than anticipated Surrogate Court fees and Public Trustee fees.

3 Dividend from the Financial and Consumer Affairs Authority higher than estimated.

4 Increase in miscellaneous revenue. The increase is primarily made up of outstanding cheques that have been stale-dated and refunds (prior year's expense).

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Queen's Printer Revolving Fund
- Victims' Fund
- Correctional Facilities Industries Revolving Fund
- Criminal Property Forfeiture Fund

Information regarding the 2012-13 business activities of these funds can be found in Appendix C of this annual report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3

By telephone: (306) 787-7872

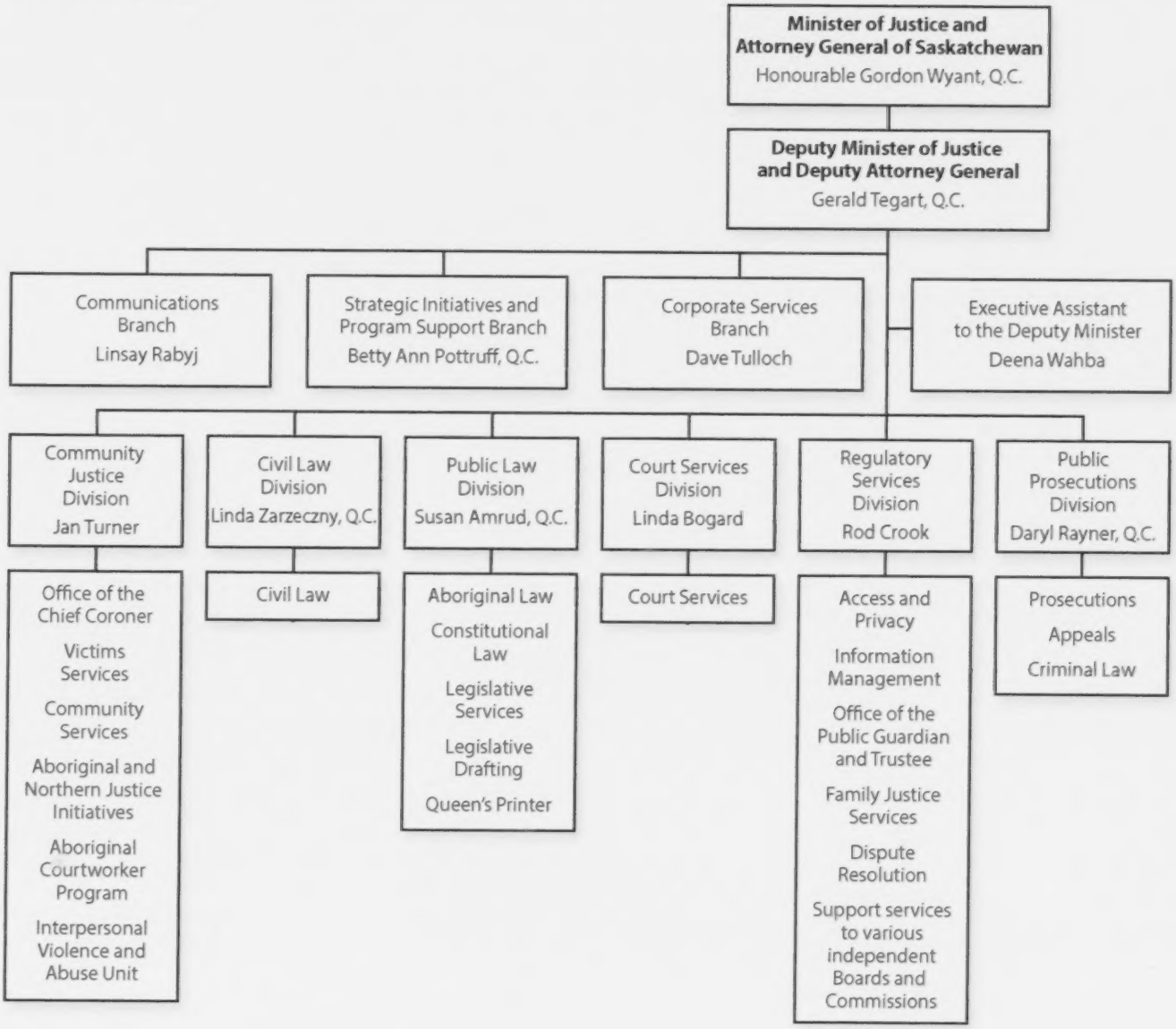
Or send an email through the Ministry website at: **www.justice.gov.sk.ca.**

Copies of this report are available for download on the Ministry website.

Appendix A: Organizational Chart

Attorney General

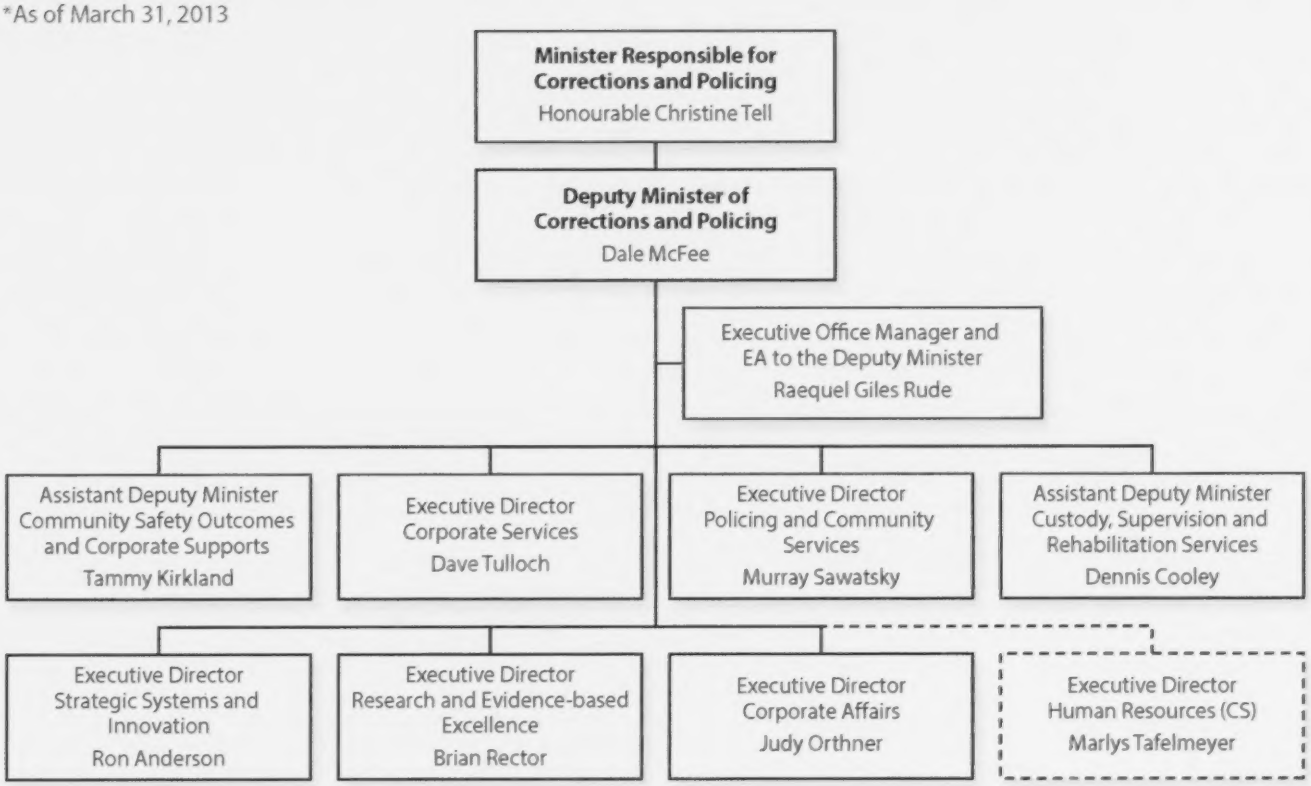
*As of March 31, 2013



See Appendix B: Boards and Commissions, for a complete listing of boards, commissions and committees under the responsibility of the Minister of Justice and Attorney General.

Corrections and Policing

*As of March 31, 2013


Minister Responsible for Corrections and Policing
Honourable Christine Tell
Deputy Minister of Corrections and Policing
Dale McFee
Executive Office Manager and EA to the Deputy Minister
Raequel Giles Rude
Assistant Deputy Minister Community Safety Outcomes and Corporate Supports
Tammy Kirkland
Executive Director Corporate Services
Dave Tulloch
Executive Director Policing and Community Services
Murray Sawatsky
Assistant Deputy Minister Custody, Supervision and Rehabilitation Services
Dennis Cooley
Executive Director Strategic Systems and Innovation
Ron Anderson
Executive Director Research and Evidence-based Excellence
Brian Rector
Executive Director Corporate Affairs
Judy Orthner
Executive Director Human Resources (CS)
Marlys Tafelmeyer

Appendix B: Boards and Commissions

The Minister of Justice and Attorney General and the Minister Responsible for Corrections and Policing are responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- Aboriginal Courtworker Advisory Committee
- Automobile Injury Appeal Commission
- Financial and Consumer Affairs Authority
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Advisory Board of Review
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Police Commission
- Saskatchewan Real Estate Commission
- Traditional Elders Ministerial Advisory Committee
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate the tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Commission – Membership and Staff

During the 2012-13 fiscal year, Dr. Barry Heath, Laura Lacoursiere, Keith Laxdal, Ann Phillips, Q.C. and Ryan Plewis were re-appointed as Commission members.

The current membership consists of:

- Keith Laxdal, Regina (Chairperson)
- Joy Dobko, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Don McKillop, Q.C., Regina
- Walter Matkowski, Saskatoon
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

The Commission experienced significant staffing changes during the year with the departure of the original Manager of Operations and the Appeals Coordinator. These departures were offset by the return of the Hearing Coordinator from maternity leave, the addition of a new Appeals Coordinator and the appointment of a new Manager of Operations.

Mandate and Objectives

The Automobile Injury Appeal Commission (the Commission) is an independent, quasi-judicial body whose mandate is to adjudicate no-fault bodily injury benefit disputes between a claimant and the insurer, Saskatchewan Government Insurance (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role the Commission has several objectives:

- To issue quality decisions based on facts, findings and legislative entitlements on a timely basis.
- To reduce the average elapsed time between the submission of an application and the commencement of the hearing.
- To enhance the understanding of the appeal process and how it may be accessed and to better inform claimants who represent themselves during the process.
- To enhance services and information available to the parties to the appeal process and for the management of the appeal process.
- To collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGI under the no-fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no-fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to the appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. In approximately two of three appeals, claimants are self-represented. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and the regulations governing no-fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no-fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act, 1995 and 2002*
- *The Personal Injury Benefits Regulations, 1995 and 2002*
- *The Automobile Accident Insurance (Injury) Regulations, 2005*

The Commission's budgetary status is reflected as follows:

2012-13 Budget:	$968,000
FTEs:	4.0
2012-13 Actual:	$807,000

The favourable actual-to-budget variance of $161,000 is primarily attributable to two factors -- the reduced number of hearings held during the year which resulted in lower per diem payments to members as well as reduced travel costs for both members and staff; and reduced IT spending.

2012-13 Activities and Results

- There were 151 new appeal files opened by the Commission during 2012-13. Based on past experience, a significant percentage of these files will be settled or withdrawn by the insurer or the claimant prior to an appeal hearing.
- The Commission experienced a reduction in activity levels during the 2012-13 year. This reduction was partially attributable to coping with staffing changes and partially to ongoing settlement discussions or the parties awaiting medical reviews and/or reports which delayed setting hearing dates.
- The Commission issued 33 final decisions during the year. Of these decisions, 19 were issued within 60 days of the hearing having concluded or the last evidence being filed.
- There were 94 on-the-record hearings conducted during 2012-13. The majority of these were conducted by telephone and dealt with various issues that arose prior to the appeal panel and parties convening for the appeal hearing.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan. The Commission also supported the creation of the Saskatchewan Administrative Tribunals Association (SATA) and a number of members and staff participated in the inaugural SATA conference in 2012.
- As a result of staffing changes, efforts on the Lean project were suspended during the first quarter of the year. The Commission's Lean working group came back together later in the year and this has resulted in a number of new

opportunities being identified, as well as considerable progress being made in developing draft checklists, policies and measurement criteria.

2013-14 Planned Actions

- Conclude consultations with the insurer on Lean related front-end process changes; present Lean proposals to Commission members for their review and approval; develop the Lean implementation plan and implement Lean related changes to the front-end process.
- Finalize public and management measurement criteria and reporting. Assess the impact of these criteria on the current data base and reports; develop a plan to effect required changes to the data base and reports and initiate implementation of changes.
- Investigate options to enhance access and availability of electronic information for Commission members and the public.
- Update the Commission's internal processes and revise the Certificate of Substantial Hardship form currently in use based on the Law Reform Commission's report, *Access to Justice – Needy Person Certificates and Waiver of Fees*. This initiative will preferably be completed in conjunction with other administrative tribunals.
- In response to the recently announced review of *The Automobile Accident Insurance Act*, develop and provide the Commission's perspective on potential legislative changes and other no-fault public policy issues for consideration of the review committee and/or the Minister of Justice.
- Support professional development initiatives which enable members and staff to continue to improve services and the quality of the appeal process experience afforded claimants. Planning for a decision making training course is underway.

Appeal Status Statistics

The following table displays the current disposition of appeals based on the year in which those appeals were filed with the Commission.

With the exception of Appeal Files Opened in the fiscal year, all other actions that occurred during the year (e.g., closing a file, concluding an appeal or issuing a decision) may relate to files opened in a previous year. These actions are reflected in the column for the year in which the file was opened. For instance, of the 33 decisions issued in 2012-13, none related to appeals filed in that year, 13 related to appeals files opened in 2011-12, 11 to appeal files opened in 2010-11, and so forth.

	2008-09	2009-10	2010-11	2011-12	2012-13
Appeal Files Opened	113	104	137	146	151
Closed, Withdrawn, Settled	57	56	61	51	28
Appeals Requiring Decisions	56	48	76	95	123
Status of Appeals Requiring Decisions:					
Adjourned	4	5	3	3	3
Waiting on Parties	5	5	35	73	118
Appeals Concluded	48	38	38	27*	2
Status of Final Decisions Arising from Hearings Concluded					
Issued	48	38	37	*22	0
To be Issued	0	0	1	5	2

* includes eight appeals which were concluded based on documentation provided

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board (the Board) has a role or responsibility in:

- Municipal Tax Enforcement
- Mortgage Foreclosures
- Debt Counseling

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent. The municipality may then take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board contacts the mortgagor by mail to offer its services. If contacted by the mortgagor, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court.

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both the Regina and Saskatoon offices to access files and share information. This improves service to the public by ensuring that a prompt response to enquiries can be made from either office.

Debt Counseling

The number of people assisted by personal debt repayment plans and budget counseling has declined significantly during recent years. Since the middle of the last decade, the number of active files has dropped from approximately 600 to 100. The money recovered for creditors has declined from nearly $2 million annually to $250,000.

A not-for-profit agency, Credit Counseling Society (CCS), has been offering free credit counseling services by telephone for some time. In November of 2011, CCS opened an office in Regina. CCS is based in British Columbia, where it has 11 offices. It now has four offices in the Prairie provinces and three in Ontario. CCS is increasing its profile in the community and on the internet. The services of CCS substantially duplicate the credit counseling services offered by the Board.

The Board reviewed the debt counseling program in this changing environment. The Board considered the credit counseling services offered by CCS to be accessible and effective. The Board did not consider it to be necessary or desirable to duplicate those services, and accordingly, the Board discontinued its credit counseling service in May of 2012. Inquiries are now referred to CCS. The Board continues to administer 66 files opened under the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act*. These files will remain under administration, and some may take several years to conclude.

Board Members

- Dale Beck, Chair, Regina
- Andrea M. Jorde, Saskatoon
- Douglas Jameson, Regina

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2006*
- *The Bankruptcy and Insolvency Act* (Canada)
- *The Landlord and Tenant Act*

Provincial Mediation Board 2011-12 Statistics

	2010-2011	2011-2012	2012-2013
Debt Repayment files Opened	24	25	6
Files Active at Year End	140	101	66
Payments Received from Debtors for Creditors (thousands)	$457	$342	$250
Administrative Levy for Province from Debt Mediation (thousands)	$65	$51	$35
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	659	688	621
Tax Enforcement files opened	586	571	511
Tax Enforcement Fees Received in Year	$17,800	$14,240	$13,620

Office of Residential Tenancies

The Office of Residential Tenancies (the Office):

- adjudicates disputes between landlords and tenants in residential tenancies; and
- provides information to landlords and tenants about their rights and obligations.

Board Members

- Dale Beck, Director, Regina
- Douglas Jameson, Deputy Director, Regina
- Andrea Jorde, Deputy Director, Saskatoon
- Terry Hymers, Deputy Director, Saskatoon

Legislative and Budgetary Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The Office has jurisdiction under *The Condominium Property Act, 1993* to evict from condominium associations occupants who disturb other occupants, under *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked and under *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2012-13 Budget: $1,283,000
FTEs: 15.1
Per Diem Hearing Officers: 12

2012-13 Actual: $1,590,000

2013-14 Budget: $1,397,000
FTEs 16.1
Per Diem Hearing Officers: 12

Miscellaneous operating pressures contributed to the variance. A number of factors contributed to workload pressure, including the assignment of additional conflict resolution responsibilities to staff, the development of a new database application, and the acquisition of additional human resource responsibilities.

Progress in 2012-13

- During 2012-13, changes to *The Residential Tenancies Act, 2006* (the Act) and regulations were proclaimed in November to implement the following:
  - For rent increases, to change the period of notice from six months to one year.
  - To designate the Saskatchewan Rental Housing Industry Association (SRHIA) as an approved association of landlords for the purpose of notices of rent increase. Accordingly, members in good standing of SRHIA may give six months notice of rent increases.
  - To eliminate time and expense associated with calculating and paying pennies of interest on many security deposits by providing that no interest is payable if the tenancy lasts less than five years.

- To require landlords to provide a notice of renewal or non-renewal at least two months before the end of a fixed-term lease.
- To facilitate electronic service of documents by email, fax and text message.

- Further, it was announced that independent living facilities for seniors would be subject to the Act as of April 1, 2013. Meetings were arranged with operators of these facilities and their senior staff to provide training and ensure a smooth transition.
- A press release and presentations by the Minister of Justice and Attorney General at SRHIA member luncheons were effective in bringing notice of the changes to many landlords and tenants. The website and an email distribution list were effective in advising other landlords and tenants of the changes to the law.
- The Office continued work to update and expand its website to provide good information to landlords and tenants, and continued to encourage landlords and tenants to solve problems directly. The Office emphasized good communication and direct solutions between landlords and tenants as a preferable solution to an application to the Office for adjudication.
- The number of hearings is substantially unchanged, notwithstanding a growing population and rental housing pressures.
- The Office has been reorganized to create a position for a Client Service Supervisor in Regina and Saskatoon. Staff who serve the public report to the Client Service Supervisor. The intent is that the client service supervisors and the staff will examine means to improve client service. Increased use of electronic databases and ongoing use of call centre technology enables employees to work on projects from either office.
- The Office continues to encourage the adoption of email communication between landlords and tenants as permitted by *The Electronic Information and Documents Act, 2000*. Electronic communication offers significant efficiencies for landlords and tenants, and produces a written record of communication that may be important evidence during hearings.
- The Office embarked on a project to update the forms approved for use by landlords and tenants to simplify and clarify the language, to permit the data typed into the forms to be saved, and to simplify printing of the completed document.

2013-14 Goals and Objectives

- The Office will continue to look for efficiencies in office systems and practices. A planned conversion of paper documents to electronic files has been delayed. Though this conversion will make files immediately accessible to all staff and significantly improve internal file management, more time is needed to ensure a smooth transition to this new system.
- The Office will continue to update and improve the forms approved for use by landlords and tenants to simplify and clarify the language. On forms that serve multiple purposes, only the relevant wording suitable for the users specific purpose will appear; words not relevant to that purpose will be hidden and not printed.
- The Office will continue to improve its website so that the language is simple, the effect is clear and the information is readily accessible.
- The Office will continue to promote and encourage electronic communication and service of documents, and to update its forms to support these changes.

Office of Residential Tenancies – Statistics

	2010-2011	2011-2012	2012-2013
Landlord Applications	6592	6524	6463
Tenant Applications	1307	1170	1304
Total Applications Received	7899	7694	7767
Fees collected	$ 270,120	$ 270,750	$ 251,500

Appendix C: Revolving Funds

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- The Saskatchewan Gazette;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to be able to provide free access to all current electronic publications at the Internet websites of www.qp.gov.sk.ca (Freelaw®) and www.publications.gov.sk.ca (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- business/corporate entities.

Queen's Printer Financial Summary

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Actual (unaudited)
Revenue	$ 828,248	$ 849,069	$ 826,226	$ 861,135	$ 805,000	$ 881,039
Expenditures:						
Cost of Goods Sold	$ 267,504	$ 301,405	$ 241,147	$ 258,363	$ 261,500	$ 258,793
Gross Profit /(Loss)	$ 560,744	$ 547,664	$ 585,079	$ 602,772	$ 543,500	$ 622,246
Administrative Expenses	$ 627,728	$ 616,285	$ 678,824	$ 715,426	$ 640,500	$ 719,982
Net Profit /(Loss)	$ (66,984)	$ (68,621)	$ (93,745)	$ (112,654)	$ (97,000)	$ (97,736)
GRF Subsidy	$ 65,000	$ 75,000	$ 83,000	$ 92,000	$ 97,000	$ 97,000
Net Profit /(Loss) after Subsidy	$ (1,984)	$ 6,379	$ (10,745)	$ (20,654)	$ 0	$ (736)

Sales continue to be steady. Efficiencies in on-demand printing with existing equipment have kept cost of goods sold low. The fund is on target to eliminate the reliance on the appropriation from the General Revenue Fund in the near future.

FTEs: 9

2012-13 Goals and Objectives

- Add more edited historical legislation to current information on Freelaw® (online source for all current Government of Saskatchewan legislation).
- Incorporate online submission form and payment into the Publications Centre.
- Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Promote and sponsor various related professional agencies by preparing materials for national meetings and development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry and technological standards and best practices.
- Support the government's Lean initiatives.

2012-13 Activities and Results

- Added historical legislation, Order in Council (OC) summaries and point-in-time consolidations to Freelaw®.
  - Posting to the Publications Centre occurs daily, and hundreds of thousands of pages of legislation are currently being prepared for posting. Statute revision volumes from 1920, 1930, 1940 and 1978 have been edited and posted to Freelaw®. Additionally, digitizing and posting of all 1965 statute revision volumes is now in progress.
  - All OC summaries continue to be posted on a weekly basis.
  - Point-in-time consolidations continued to be added to Freelaw®.
  - Historical gazettes are now being digitized and posted to the Internet.
- Prepared Uniform Law Conference of Canada (ULCC) annual proceedings and worked with ULCC to digitize and post to the Internet historical ULCC proceedings.
- Continued hosting the Law Reform Commission of Saskatchewan's website and worked with the Commission on scanning related documents.
- Made presentations to Government of Saskatchewan ministry executives on document management and online services offered by the Queen's Printer to foster better use of existing government resources.
- Marketed the Publications Centre, including Freelaw®, through attendance at conferences and trade shows. Provided sponsorship for related agencies and non-profit corporations through promotional materials.
- Worked with the Public Legal Education Association of Saskatchewan to develop website for self-represented litigants.
- Revised financial policies regarding pricing and returns to be in line with industry standards but remain cost recovery.
- Lean: Designed online forms for Office of the Residential Tenancies and e-Health, and e-published paper-based documents for the Ministries of Agriculture and Environment.

Queen's Printer Subscription Statistics

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Publication/Service	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**
Statutes of Saskatchewan Bound Volume	204	198	196	177	160	154	136
The Saskatchewan Gazette	287	273	261	232	218	203	179
Loose-leaf Statutes	328	320	305	287	261	252	216
Loose-leaf Regulations	106	103	100	92	87	79	70
Separate Chapters	86	53	74	62	60	59	50
Tables	221	211	195	185	173	161	142
Rules of Court (English/French)	417/0	361/1	359/1	344/2	327/2	321/5	314/5
Loose-leaf Rural Municipality	250	249	224	216	208	196	186
Loose-leaf Urban Municipality	308	308	292	278	258	225	214

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Victims of criminal acts that have been reported to police, and who therefore have come to the attention of the justice system, are the first priority of the program. Services for victims of crimes that have not been reported, as well as for individuals who are at risk of becoming victims, are also supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. The *Declaration of Principles Respecting the Treatment of Victims of Crime*, which is included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2012-13 Goals and Objectives

- Develop and begin to implement a plan, in partnership with the RCMP "F" Division, to expand police-based victim services to the remaining 34 police jurisdictions in the province.
- Work with Police-based Victim Services programs in northern Saskatchewan to develop and implement an improved model for administration and service delivery in the North.
- Enhance the Victim/Witness Services program by opening new offices in Meadow Lake and North Battleford.

- Work with the Court Services Branch to enhance the Ministry's ability to facilitate testimony from outside the courtroom for children and other vulnerable witnesses in an additional five court locations.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based Victim Services programs.
- Improve responses to families of missing persons by: developing training and resource materials for families and service providers; and identifying needs and options to address needs for specialized counseling and/or support groups for families of missing persons.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- Deliver and support the development/delivery of training and education activities for victim services and other criminal justice system personnel regarding the needs of victims and appropriate responses to those needs.

2012-13 Activities and Results

Financial Management/Administration

Victims' Fund Revenue and Expenditures

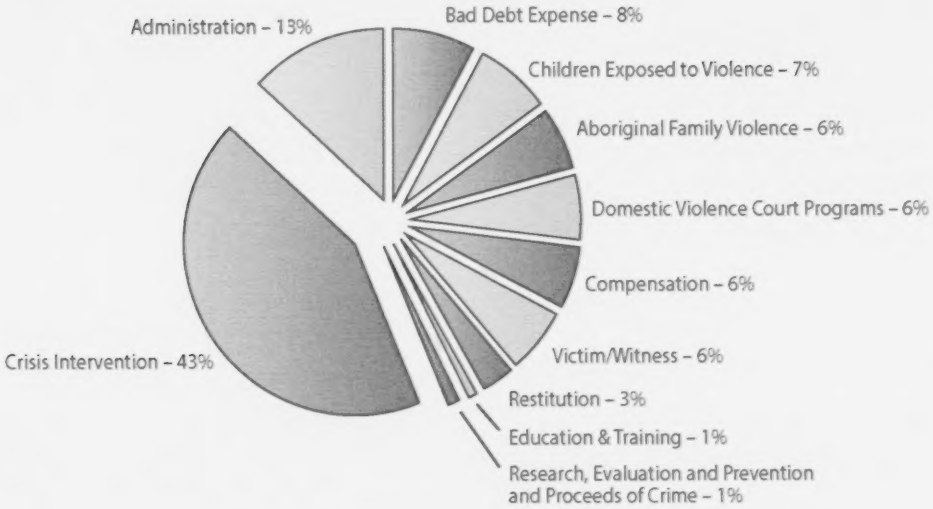
Victims' Fund (000's)	2012-13 Budget	2012-13
Actual (unaudited)		
Revenue	$ 6,841	$ 8,887
Expenditures	$ 8,861	$ 7,924

- Revenue in 2012-13 was over budget by $2.0 million, due mainly to increased imposition and collection of provincial and federal surcharges and interest. Revenue includes provincial and federal surcharges, surcharge receivables, General Revenue Fund transfers, federal project funding, proceeds of crime, and other miscellaneous revenue. Expenditures were under budget by $937,000 as program expansion was not fully rolled out in 2012-13. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2013.
- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund to maximize revenue.
- Obtained approval for project funding from Justice Canada's Victims Fund totalling over $465,000 in 2012-13 for the following projects: Victims Services for Families of Missing Persons; Child-friendly Courts Expansion; Northern Program Model; Victims Services Training/ Policy Manager and Collaboration.
- Conducted financial audits of funded programs; worked with specific programs to resolve management and financial issues; and trained program staff in the use of financial management software.
- Administered federal proceeds of crime (POC) monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the POC committee. The POC committee approved expenditures of $117,000 in the 2012-13 fiscal year.

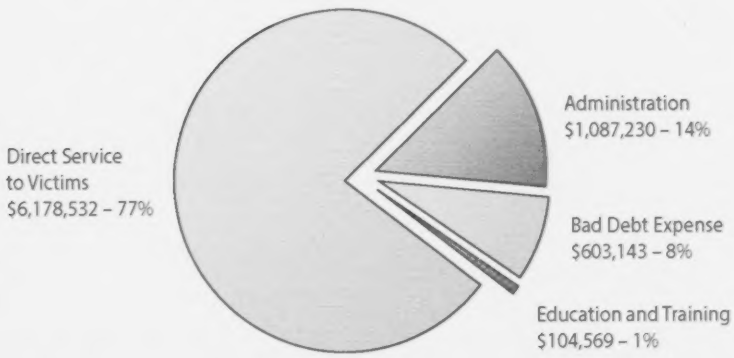
Victims Services Staffing

Total FTE Establishment	
Administration	7.0
Compensation	2.0
Restitution	4.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
TOTAL FTEs	**20.5**

Victims Services 2012-13
Actual Expenditures (%) – Unaudited

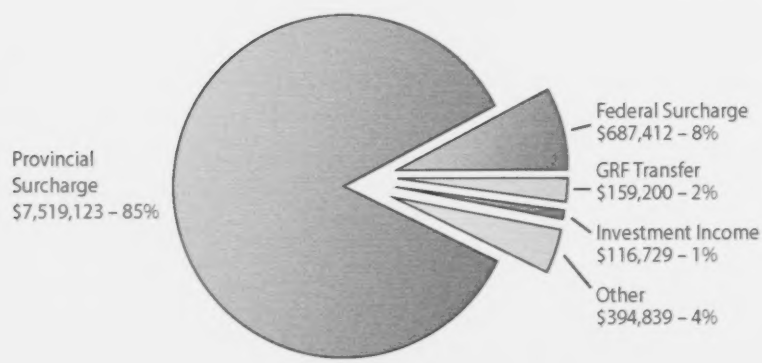

Administration – 13%
Bad Debt Expense – 8%
Children Exposed to Violence – 7%
Aboriginal Family Violence – 6%
Domestic Violence Court Programs – 6%
Compensation – 6%
Victim/Witness – 6%
Crisis Intervention – 43%
Restitution – 3%
Education & Training – 1%
Research, Evaluation and Prevention and Proceeds of Crime – 1%

Victims Services 2012-13
Actual Expenditures – Unaudited


Direct Service to Victims $6,178,532 – 77%
Administration $1,087,230 – 14%
Bad Debt Expense $603,143 – 8%
Education and Training $104,569 – 1%

Total Expenditures $7,923,474

Victims Services 2012-13
Actual Revenue – Unaudited


Provincial Surcharge $7,519,123 – 85%
Federal Surcharge $687,412 – 8%
GRF Transfer $159,200 – 2%
Investment Income $116,729 – 1%
Other $394,839 – 4%

Total Revenue $8,877,303

Police-based Victim Services

- Managed ongoing funding agreements with 18 community agencies and municipal police services to ensure that services are available to approximately 87 per cent of Saskatchewan's population. This includes 18 Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams.
- In partnership with the RCMP "F" Division, completed a plan to expand police-based victim services to the remaining 34 police jurisdictions in the province. The partners began meeting with existing Police-based Victim Services programs and RCMP detachments, with program expansion to begin early in 2013-14.
- Worked with partner Victim Services organizations to develop and implement a new program model for police-based victim services in the North. Provided start-up funding to North Sask Victim Services Inc. (NSVS), and assisted in program development and transition planning for NSVS to take on responsibility for services throughout the North on April 1, 2013.

Specialized Victim Services

- Managed ongoing funding for seven specialized Victim Services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Family Violence programs and six Aboriginal Resource Officer programs.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs. Enhanced the La Ronge program by providing funding to increase the half-time position to full-time.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Enhanced Victim/Witness Services by opening new offices in Meadow Lake and North Battleford, bringing the total number of offices to six. Located in Prosecutions district offices, staff deliver court orientation and support services to children and other vulnerable witnesses who are required to testify in court province-wide.
- Completed a two-year plan—in partnership with the Court Services Branch—to enhance the Ministry's ability to facilitate testimony by children and other vulnerable witnesses from outside of courtrooms. With federal project funding, purchased video-conferencing equipment for installation in victim/witness rooms in six court locations in 2012-13, bringing the total number of equipped locations to 19.

Victims Compensation Program

- Provided compensation totalling $478,969 to 414 victims, to reimburse them for actual expenses resulting from crimes of personal violence.
- Continued a review of the Victims Compensation Program to determine if any improvements or enhancements can be made.

  Began planning for the development of a new electronic Customer Relationship Management (CRM) system, to better manage Victims Compensation case information and improve reporting capabilities.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders; advised victims of available civil enforcement measures and processes; and trained criminal justice system professionals. The program monitored 1,117 new restitution files in 2012-13, either directly through the Restitution Coordinator or in conjunction with Probation Services.
- Continued to assist the Restitution Civil Enforcement Program (Fine Collection Branch) by providing information on eligible restitution files to ensure the civil enforcement process was started in a timely manner.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
Children	39	36	54	75	65	78	114	101	132
Teens	73	60	61	232	209	202	305	269	263
Adults	71	42	86	316	319	356	387	361	442
Total	**183**	**138**	**201**	**623**	**593**	**636**	**806**	**731**	**837**

Education and Training

- Provided training to Victims Services supervisors and the province's six Victim/Witness Coordinators (one day), as well as joint training for this group with 30 Crown Prosecutors (half-day) on working with child victims and other vulnerable witnesses, and the use of testimonial aids.
- Funded the delivery of "When Children are Exposed to Violence: Making Their World a Safer Place" training sessions in ten communities around the province.
- Contracted with SIAST Wascana Campus and assisted in delivering the ninth course of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs. Supported SIAST's expansion of this course into a 12-week applied certificate program that is now being offered to the public; funded the development of a case management model and training curriculum for police-based victim services, as part of the applied certificate program.
- Provided Ontario Domestic Assault Risk Assessment (ODARA) certification training, refresher training, and follow-up support for Victim Services Program staff and Domestic Violence Court programs, including facilitation of two certification training sessions. Worked in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities.
- Delivered nine training sessions for municipal police officers on *The Victims of Domestic Violence Act*, and three sessions for members of the RCMP "F" Division.
- Delivered a one-day training session for staff of Police-based Victim Services programs and Domestic Violence Victim Services (DVVS) programs, as part of a two-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services (SAPAVS) and the RCMP "F" Division.
- Organized separate two-day training sessions for staff and managers of the province's six Aboriginal Family Violence programs and nine Children Exposed to Violence programs, as well as a one-day training session for the province's five DVVS programs.
- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services focusing on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership. Assisted one Police-based Victim Services Board in strategic planning; provided governance training to a second board; and provided comprehensive governance training and guidance as well as strategic planning support to the new NSVS board.
- Delivered presentations on the needs of victims and available services to: Victims Services funded agencies; various groups of criminal justice system personnel including police recruits and Corrections staff; and other conferences and workshops.
- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week 2012 to raise awareness of the needs of victims, inform the public about services that are available, and recognize the nearly 300 volunteers who assisted in providing services to victims of crime through police-based programs. Special recognition was given to 10 and 15-year volunteers. Began planning for the next annual week to be held in April 2013.
- Distributed almost 16,000 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- Implemented and provided training on a telephone-based interpretation service to aid communication with clients who are more comfortable speaking in a language other than English. This service is for use by the Police-based Victim Services, Aboriginal Resource Officers, Missing Persons Liaisons, Domestic Violence Victim Services, Victim/Witness Services, Victims Compensation and Adult Restitution Programs.
- Provided funding for Missing Persons Liaison programs in the Victim Services units of the Prince Albert, Regina, and

Saskatoon municipal police services for the development of materials related to supporting families of missing persons. This includes a training package for Police-based Victim Services program staff in Saskatchewan, and resource guides for families and service providers.

- Provided funding to Greystone Bereavement Centre for the development of a foundational document for the provision of specialized counseling services for families of missing persons (recommendations from this document will be addressed in 2013-14); and for the enhancement of services to families of homicide victims.
- Established a secure website for the use of Police-based Victim Services programs. The site provides up-to-date, secure and easily accessible resources that apply to these programs, including various program guidelines, training materials and protocols.
- Continued to work with the RCMP "F" Division and Justice Canada on developing processes to address concerns about privacy, and ensuring that victims continue to be referred to local Police-based Victim Services programs.
- Met regularly with the RCMP "F" Division and representatives of SAPAVS to discuss and address issues of mutual concern.
- Provided financial support to SAPAVS to assist with administrative expenses.
- Participated as a member of the Provincial Partnership Committee on Missing Persons, and on inter-ministry committees related to interpersonal violence and abuse issues.
- Represented Saskatchewan at two meetings in the ongoing work of the Federal/ Provincial/Territorial Working Group on Victims Issues.
- Served as Chair of the Prairieaction Foundation, which raises funds for community-based research into the causes and solutions to family violence and abuse.
- Supported the Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Supported the Strategic Initiatives and Program Support Branch's work to:
  - administer an ongoing client satisfaction survey in Police-based Victim Services programs. The results of this survey are included in the "Progress in 2012-13" section of the Ministry's annual report; and
  - implement a new ongoing satisfaction survey of clients of the Victims Compensation Program.

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund (PRISM Industries) operates under the authority of Section 53 of *The Correctional Services Act*. Its purpose is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund

The following table compares budget and actual summary information.

			(in thousands of dollars)	
	Budget	**Actual**	**Variance Over/(under)**	
Revenue	490	771	281	1
Expenditures				
Cost of Goods Sold	459	691	232	2
Gross Profit	31	80	49	
Overhead Expenses	37	59	22	
SURPLUS FROM OPERATIONS	(6)	21	27	
Other Income	–	–	–	
Subsidy from GRF	40	–	(40)	3
Annual Surplus	34	21	(13)	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Higher than expected sales.
2. Increase in cost of goods sold as a resulted of higher sales.
3. Subsidy from GRF not required in 2012-13.

Audited financial statements are available at: http://www.finance.go.sk.ca/public-accounts/

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009* to:

- receive all revenue related to the sale of property forfeited to the Crown under the Act and Regulations;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act;*
- offset the costs related to bringing forward applications for forfeiture order and for managing and selling forfeited assets; and
- utilize surplus funds to benefit victims of crime and enhance police operations.

2012-13 Goals and Objectives

Utilize monies, generated by the seizure of criminal property and that exceed the costs of administration, to benefit victims of crime and to enhance police operations. Work toward this goal in 2012-13 by:

- establishing processes and procedures to enforce the Act and Regulations; and
- working with other stakeholders to implement established processes and procedures.

2012-13 Activities and Results (April 1 to March 31)

- Officials with the Criminal Property Forfeiture Fund and the Ministry's Civil Law Division continue to review and amend established processes and procedures to enforce the Act and Regulations.
- The Director of Seizure of Criminal Property within Corrections and Policing continues to help communicate the processes and procedures to policing agencies. This position also plays a fundamental role in working with policing agencies and the Ministry's Safer Communities and Neighbourhoods investigation unit in obtaining the information required to bring forward files to make applications for forfeiture order.
- For the period April 1, 2012 to March 31, 2013 the Director under the Act has instructed counsel to proceed with submitting 31 forfeiture applications before the court.
- For the period April 1, 2012 to March 31, 2013 eight applications previously placed before the court have been completed, resulting in orders of forfeiture being issued and the Fund recognizing $578,287 in revenue. This revenue includes cash, property and expense reimbursements awarded to the Crown.
- Of the $578,287 in forfeitures awarded during the period April 1, 2012 to March 31, 2013 $465,389 was from cash seizures.
- For the period April 1, 2012 to March 31, 2013 there have been three property forfeitures to the Crown pursuant to section 186 of *The Traffic Safety Act* for $6,100.
- For the period April 1, 2012 to March 31, 2013 there has been one property forfeiture to the Crown pursuant to Section 490.1 of the *Criminal Code* for $12,100.

Appendix D: Key Contact Information

Justice (Attorney General)

Access and Privacy
1874 Scarth Street, Room 1020
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
Email: accessprivacyjustice@gov.sk.ca

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Web Site: www.courtworker.com

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meoinquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: 306-373-2119
Toll-free: 1-800-667-9249 (Sask. only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K OB8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies
Toll-free Numbers (Saskatchewan only):
Phone: 1-888-215-2222 Fax: 1-888-867-7776

- ***Regina Office***
  2151 Scarth St, Room 120
  Regina, SK S4P 2H8
  Phone: (306) 787-2699 Fax: (306) 787-5574
  A drop box is located at the front door

- ***Saskatoon Office***
  122 3rd Avenue North, Room 105
  Saskatoon, SK S7K 2H6
  Phone: (306) 933-5680 Fax: (306) 933-7030

  A drop box is located outside the office on the 22nd Street side

Provincial Mediation Board
Toll-free Numbers (Saskatchewan only):
Phone: 1-877-787-5408 (Regina)
Phone: 1-888-215-2222 (Saskatoon)
Fax: 1-888-867-7776

- ***Regina Office***
  2151 Scarth Street, Room 120
  Regina, SK S4P 2H8

  Debt Management and Credit Counselling and Property Tax Enforcement Inquiry:
  Phone: (306) 787-5387 Fax: (306) 787-5574

- ***Saskatoon Office***
  122 3rd Avenue North, Room 105
  Saskatoon, SK S7K 2H6

  Debt Management and Credit Counselling Inquiry:
  Phone: (306) 933-6520 Fax: (306) 933-7030

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: 787-5065
Toll-free: 1-877-787-5424
Email: pgt@gov.sk.ca

Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857

Justice (Corrections and Policing)

Custody, Supervision and Rehabilitative Services
Phone: (306) 787-8958 Fax: (306) 787-0676

Vehicle Impoundment Against Sexual Exploitation (VISE)
Phone (306) 787-9713 Fax: (306) 787-8084

Safer Communities and Enforcement Services (SCES)
Toll Free (Saskatchewan only) (866) 517-2337
Regina (306) 798-9146 Fax: (306) 798-7700
Saskatoon (306) 933-6774 Fax: (306) 933-8392

Freedom of Information and Privacy
Mailing Address: 315-1942 Hamilton Street
Regina, SK S4P 2C5
Phone (306) 798-0222 Fax: (306) 798-9007